

2019-2024 Strategic Planning Process

This strategic planning process launched in April 2017, seeking to designate key priorities and actions to advance the work of UFCD as one of the nation's premier graduate and post-graduate schools of dentistry. The strategic plan provides a framework for identifying key institutional needs, opportunities and priorities; for evaluating relevant trends in dental education, research and patient care; and for supporting future decision-making related to programs, facilities, outreach, services and finances.

Key features of the strategic planning process included:

- An analysis of significant trends confronting schools of dentistry, dental practitioners and academicians, and research investigators.
- Formation of a 16-member Steering Committee composed of department chairs, college administrators, researchers, clinicians, students and residents. The Steering Committee provided input and advice to the dean on all phases of the process and played a pivotal role in the review of the plan.
- ▶ Establishment of four area-specific working groups: Education; Research; Patient Care; and Institutional Growth, Support and Advancement. After extensive review and discussion, each working group developed specific programmatic recommendations that were incorporated into the strategic plan.
- ▶ Town hall meetings and focus groups were held to encourage and secure input from key stakeholder audiences. These groups included students, residents, and advanced education participants; faculty and staff; practicing clinicians; alumni and industry representatives.

Implementation of the plan was managed by the standing UFCD Strategic Planning Committee, whose members will consider and recommend to the dean timelines and other specific deliverables.

- During the first 24 months of the COVID-19 epidemic, multiple working groups and ad-hoc committees were created by the college to deal with critical pressing concerns facing our school in view of the unprecedented public health emergency. This included a COVID-19 Management Oversight Committee, a DMD Program Committee, a working group that developed guidelines for the Safe Return to Clinical Programs, a Communications-focused working group, among others. During much of that period, several of our college's ad-hoc shared governance committees continued to carry out their functions with little interruption. Since many of our faculty were serving in multiple COVID-19 working groups, committees and task forces during that time, regular ad-hoc committee meetings, including the Strategic Planning Committee did not fully go back to 'regular business' until late in 2021 when most of the University returned to normal operating status.
- ▶ Several strategic planning/forecasting sessions took place in calendar year 2021. A revision of the 2019 2024 UFCD Strategic Plan was completed in November 2022 coinciding with the start of a new Strategic Vision for UF Health.
- In 2015, the University of Florida published "The Decade Ahead" strategic plan comprising seven university-wide goals and objectives and the overarching aspiration of becoming a premier university that the state, nation and world will look to for leadership.
- In 2020, the university amplified the plan with the "UF Core Values" underpinning its goals and aspiration with six central values. The values were shaped by input from all of UF's key stakeholders to ensure they reflect the diverse UF community. The UF Core Values are: Excellence, Discovery and Innovation, Inclusion, Freedom & Civility, Community and Stewardship.

The 2019-2024 UFCD Strategic Plan was initially completed and published in October 2018. The plan was revised in 2022 and approved in November 2022 by the UFCD Faculty Assembly.

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From the Dean

The University of Florida College of Dentistry is a leader in education, clinical care and research. We are proud to be a pillar of the local Gainesville community and a leader in these three areas —regionally, nationally and globally. We are also unique: UFCD is one of only three U.S. dental schools with residency training in the majority of clinical dental specialties recognized by the American Dental Association.

As the only publicly funded dental school in the state, UFCD has a strong tradition of comprehensive and compassionate service to the community. We have a multi-faceted service mission encompassing patient care, community outreach and education. We remain committed to providing excellent care to individuals across their lifespan — translating discoveries and the best science into practice.

People are our strength! Collectively, our students and residents benefit from the skills and experience of our devoted faculty and staff working in a rich, collaborative environment afforded by being one of the six health colleges at the UF Academic Health Center in Gainesville. As we focus on developing exceptional dentists, specialists and researchers, we are mindful that academic excellence must be paired with compassion, integrity and professionalism — and that our future depends on producing not only future clinicians, but also leaders in academia and in the community.

As we plan for the future, we strive to be mission-focused while capitalizing on key opportunities. The UFCD Strategic Plan for 2019-2024 embraces the integrated nature of modern dentistry, oral health and overall health — underscoring essential support for research that informs and transforms patient care. The plan centers on five key goals:

- ▶ Develop and sustain learner-centered education.
- Provide excellent oral health care grounded in evidence.
- Support and advance preeminent basic, clinical, translational and population-based research.
- Upgrade teaching, research and clinical space and infrastructure, and ensure resources to support existing and future programs.
- ▶ Enhance and maintain a supportive and humanistic environment.

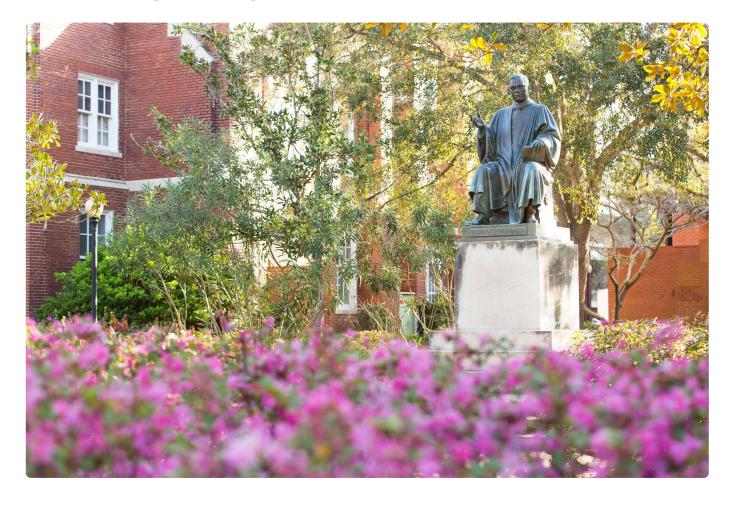
I welcome your continued input as we strive to advance oral health through excellence in education, research and service.

A. Isabel Garcia, D.D.S., M.P.H.

Dean, University of Florida College of Dentistry



The University of Florida For the Gator Good



Founded in 1905, the University of Florida is a land, sea and space grant university that has been entrusted to educate, research and serve. UF has a 2,000-acre campus and more than 900 buildings with locations in all 67 Florida counties.

UF has some of the top faculty in the country and attracts over \$700 million in research each year and fosters a uniquely collaborative environment that transforms potential into actual results.

University of Florida Health Committed to Excellence



University of Florida Health is the Southeast's most comprehensive academic health center and encompasses hospitals, faculty practices, colleges, centers, institutes, programs and services.

UF Health represents the shared vision and commitment to patient care excellence of the employees of the UF Academic Health Center and UF Health Shands health care system. It includes the colleges of dentistry, medicine, nursing, pharmacy, public health and health professions, and veterinary medicine, nine research institutes and centers, and an academic campus in Jacksonville.



University of Florida College of Dentistry Education Research Patient Care

Mission

Provide innovative dental education and deliver the highest degree of patient-centered care and service, while promoting discovery and the generation of knowledge through research, with strong commitments to community engagement, diversity and inclusion.

Vision

To be a global leader in dental education, research, patient care and service.

Values

We value excellence through high-quality comprehensive dental care, cutting-edge research and learner-focused education. We support a culture of dignity, respect, support and compassion fostered through a diverse and inclusive environment.



UFCD Strategic Plan 2019-2024

This strategic plan articulates five goals that promote excellent dental education; compassionate, patient-centered care; innovative basic, translational and clinical research; strategic and efficient operations; and an inclusive and supportive environment.

These goals, which are highly integrated, will guide UFCD's decision-making for the next five years toward achieving global eminence in dentistry and oral health.

From humble beginnings in a trailer on the UF campus, the UF College of Dentistry has grown into a nationally recognized program of excellence in oral health education, research and patient care.



Since 1972, the University of Florida College of Dentistry has educated more than 5,000 dental students, residents and fellows — preparing them to provide comprehensive and specialty care to patients as well as to serve as leaders in their communities and within academia. Our college's faculty members are not only educators and clinicians, but also leaders in developing knowledge that guides teaching and clinical care. Currently we are ranked fifth among U.S. dental schools receiving grant support from the National Institutes of Health (NIH)/National Institute of Dental and Craniofacial Research (NIDCR). Our research environment provides opportunities for students to participate in the thrill of discovery and to learn first-hand how evidence guides care.

Our faculty, staff, residents and students complete over 135,000 patient visits each year in Gainesville, Hialeah, St. Petersburg Naples and Wildlight, offering the highest quality comprehensive care to children and adults. We have a multi-faceted service mission encompassing patient care and community outreach and education. Through the UF Statewide Network for Community Oral Health,

we improve access to dental care for Florida's residents, focusing on vulnerable populations and patients with special health care needs. Our students, residents and faculty also provide free dental treatment to underserved populations during educational service projects at home and abroad.

Our location on the west side of the UF Academic Health Center campus allows meaningful interdisciplinary interactions among the six UF health colleges. Drawing from the strengths of the UF Academic Health Center, we provide a full array of top-rated educational opportunities, ranging from predoctoral education to graduate, specialty and certificate programs, including a DMD/PhD program in biomedical science with a focus on oral biology. UFCD educates future dentists and dental specialists through 16 degree and certificate programs. Within the UF Health environment, students and residents are in close proximity to providers in other health professions, which enriches interdisciplinary clinical learning toward patient-centered care.

Strategic Plan 2019-2024 Quick reference



Education

Develop and Sustain Learner-Centered Educational Environment

Excellent education, guided by and grounded in sound scientific evidence, develops students for success as skilled professionals and effective leaders.

Our students, residents and faculty participate in interdisciplinary learning and research that benefits the college and its community of patients, and is guided by well-rounded curricula that produces professionals skillful in the art and science of integrated healthcare. We employ innovative, evidence-based educational models to prepare our students and residents for success and continued effectiveness in a rapidly changing health care environment.



Patient Care

Provide Excellent Oral Health Care Grounded in Evidence

The highest quality oral health care is evidence-based and patient-centered, meeting the needs of our highly diverse community of patients.

UFCD has a longstanding reputation as the primary source for top-quality, affordable oral health services to residents of Gainesville and surrounding areas, as well as in other Florida communities via our community-based dental centers. As a top U.S. dental school with residency training in the majority of clinical specialties recognized by the American Dental Association, UFCD strives to become a preferred destination in all aspects of oral health care.



Research

Support & Advance Preeminent Basic, Clinical, Translational and Population-Based Research

A vibrant research enterprise maintains the spirit of discovery that brings to life intellectual curiosity and enhances clinical acumen afforded through scholarship.

A strong research portfolio is a hallmark of UFCD's accomplishments, reputation and success. A thriving research environment ensures that students, residents and faculty remain at the leading edge of biomedical knowledge and practice. Through research, we assure that patient-care is driven by the best available evidence.





Infrastructure

Upgrade Teaching, Research and Clinical Space/Infrastructure and Ensure Resources to Support Existing and Future Programs

Centralized and efficient management of UFCD operations and development best supports our ability to be an outstanding institution.

UFCD's outstanding students, faculty and staff make up the core of our excellence as an institution. Yet to stay at the leading edge of teaching, research and care, we must ensure adequate financial resources to support the tripartite mission of the college and invest strategically in infrastructure, including new facilities. These efforts will pay off in improved patient care and safety, expanded research, and educational programs.



Environment

Enhance and Maintain a Supportive and Humanistic Environment

UFCD is a premier destination for dental patients, a top educational choice for students and residents, and a stimulating working environment for faculty and staff.

An organization can only be strong when its human capital is united. Faculty, staff, residents, trainees and students at UFCD form a special community linked through interests, knowledge, science, curiosity and compassion. We will create a supportive and respectful climate that embraces and values diversity, equity and inclusion — acknowledging that with diversity, we gain a broader foundation of strength, wisdom and creativity. We will foster an environment of support, trust, effective communication, responsible and ethical behavior, and maintain an ongoing commitment to respect within our own institution while we provide care for others.

Goal One: Education

Develop and Sustain a Learner-Centered Educational Environment

Our Vision

Excellent education, guided by and grounded in sound scientific evidence, develops students for success as skilled professionals and effective leaders.

Our students, residents and faculty participate in interdisciplinary learning and research that benefits the college and its community of patients, and is guided by well-rounded curricula that produces professionals skillful in the art and science of integrated healthcare. We employ innovative, evidence-based educational models to prepare our students and residents for success and continued effectiveness in a rapidly changing health care environment.

Objectives

1-1 Systematically review and revise the curriculum across DMD and advanced education programs to promote excellence and serve as a model for innovative dental education.

Rationale: Incorporating dental education literature and best practices, implement a streamlined innovative curriculum in the DMD and advanced dental education programs in a learner-centered environment.

Implementation Strategies

- Provide exceptional education and training as evidenced by various educational outcomes such as national and state board success rates, preparedness for practice, and student satisfaction.
- Streamline the curriculum to reduce redundancy to provide expanded learning opportunities in additional areas such as research, public health and emerging technologies such as AI and digital dentistry.
- ▶ Further expand blended learning approaches, case-based learning, evidence-based practice and active learning throughout the curriculum.
- ▶ Expand integration of biomedical, clinical and behavioral sciences in the curriculum.
- ▶ Continue to identify and assess further educational opportunities that support student centered learning, community-based learning and interprofessional education.
- Advocate for a stable and affordable tuition to minimize educational debt.

1-2 Transition the UFCD curriculum toward an integrated healthcare model.

Rationale: Increasing curricular focus on comprehensive and coordinated patient care while supporting mastery of individual procedures offers significant opportunities for improved student learning and better patient care in the context of a humanistic environment. Curricular changes better integrate basic and clinical science, support critical thinking, provide earlier clinical experiences, and optimize the impact of biomedical advances through faster translation of research findings into clinical care.

Implementation Strategies

- Optimize curriculum-management strategies to better integrate curricular content, increase efficiency and interdisciplinary patient centered care
- Increase awareness of a humanistic environment and expand opportunities for students, faculty and staff to meet the needs of diverse patient populations.
- Adopt and support measures of effectiveness and improved patient outcomes.
- 1-3 Expand interprofessional educational experiences.

Rationale: Providing patient care in a collaborative, integrated team environment is the hallmark of interprofessional education, and it ensures that UFCD students and residents acquire knowledge and skills to work within this modern landscape. The expected results are improved health outcomes coupled with the best available care supported by evidence. This shift is especially important given the changing demographics of the U.S. population and a growing need to be responsive to the needs of patients across the lifespan.

Implementation Strategies

- Advance clinical excellence while providing care to a broad range of patients – from infants to the elderly, racial and ethnic minorities, the medically fragile, persons with special health needs and other underserved groups.
- Increase collaborations and learning opportunities between UFCD and other UF health disciplines.
- Maximize the use of digital technology and data science.
- Promote earlier clinical experiences within the DMD curriculum.
- 1-4 Incorporate technology to provide students and residents with broader learning experiences.

Rationale: Advances in educational technology have the potential to expand curricular flexibility and to customize instruction for individual learning styles. Online courses, apps, simulation and other approaches can be used to enhance learning as well as ensure that students, residents, and trainees are comfortable with the use of new technologies in care and in research.

Implementation Strategies

- Analyze current curricula to identify potential areas amenable to online instruction, including pre-clinical coursework, using virtual patients, and enabling more digital imaging across all care centers and graduate programs.
- Expand UFCD online learning opportunities for students, community providers, dental professionals and auxiliaries.

- Continuously upgrade dental equipment, and digital technology to address current trends and needs.
- Make existing resources accessible for research use, including migrating axiUm, EPIC and other systems to searchable databases.
- 1-5 Enhance the integration of research into predoctoral and graduate education.

Rationale: New insights and knowledge from research inform what we teach and how we provide care. UFCD currently ranks fifth among U.S. dental schools for NIH funding and has ranked in the top 10 for the past 15 years. Amid the rich research environment provided throughout the UF Academic Health Center, UFCD students, residents, trainees and faculty have access to cutting-edge technologies and interdisciplinary collaborations that can revolutionize prevention and management of oral diseases. These strengths position us as a world leader in oral health research.

Implementation Strategies

- ▶ Enhance student engagement in research activities as part of the DMD curriculum and residency training.
- ▶ Expand UFCD faculty representation and active engagement in graduate education.
- ▶ Continue to support and enhance effective and timely communication regarding ongoing research interests and activities of faculty and trainees, both within and beyond the UFCD research community.
- Involve research faculty and trainees in curricular revisions to allow greater flexibility for students to pursue dental and educational research.
- Involve research faculty and trainees in creating options to allow greater flexibility for students to pursue dental and educational research.
- Expand evidenced based approaches in clinical teaching.

Goal Two: Patient Care

Provide Excellent Oral Health Care Grounded in Evidence

Our Vision

The highest quality oral health care is evidence-based and patient-centered, meeting the needs of our highly diverse community of patients.

UFCD has a longstanding reputation as the primary source for top-quality, affordable oral health services to residents of Gainesville and surrounding areas, as well as in other Florida communities via our community-based dental centers. As a top U.S. dental school with residency training in the majority of clinical specialties recognized by the American Dental Association, UFCD strives to become a preferred destination in all aspects of oral health care.

Objectives

2-1 Develop a robust, patient-centered interprofessional care model with integrated dental and medical management.

Rationale: In agreement with UFCD's commitment to educate future dentists through a whole-patient lens that integrates dental and medical care, we ensure that our patients remain at the center of the care process — from making an initial appointment to participating in care through a comprehensive and individualized treatment plan. Implementing digital dentistry wherever possible can improve patient experiences and help increase practice efficiency.

Implementation Strategies

- Create and maintain customer-service standards and provide training and support to integrate a culture of service in every aspect of our work.
- Promote interdisciplinary care models by improving communication between DMD program and specialty care.
- Document and follow evidence-based guidelines for patient-care management at the point of care.
- Optimize standards for patient safety, tracking of clinical adverse events, and quality assurance through efficient and effective use of information technology.
- Develop and adopt patient-satisfaction measures that assess health and patientcentered outcomes.

2-2 Expand the UFCD clinical footprint to UF Health clinical sites and other locations.

Rationale: A broader UCFD patient community will benefit us in various ways. UF Health patients will benefit from comprehensive health care that includes oral health. UFCD students will develop a better overall understanding of comprehensive dental care through access to a range of learning experiences.

Our faculty will engage more fully through increased interactions with UF Health medical providers. The resulting increase in numbers and types of patients will enrich students' and residents' experiences. Conversely, an increased patient pool can enhance the college's educational, research and clinical care.

Implementation Strategies

- Expand availability of clinical care to other parts of Florida.
- Increase marketing efforts throughout the UF Health community including to faculty, students, staff and patients.
- Broaden existing UFCD clinical expertise to provide a fuller range of consultation to predoctoral and advanced education clinics.
- ▶ Expand delivery of dental care to include a broader patient population such as persons with disabilities and special health care needs to support residents' and students' educational needs.



2-3 Ensure availability and quality of oral health care for underserved communities in Florida.

Rationale: As Florida's only state-supported dental school, the UFCD commitment to underserved populations is deeply ingrained within our institutional fabric. We will continue to provide high-quality comprehensive care to people throughout the state through UFCD clinics and our community partners. In addition to providing reduced-fee care in student clinics, UFCD will sustain its support for several community-outreach programs that provide oral health education, screening, prevention and dental services to individuals including those with special needs.

Implementation Strategies

- Bolster support of the UF Statewide Network for Community Oral Health through development of partnerships.
- Support and encourage service learning in communities through outreach programs and public health rotations to benefit underserved people and enrich student experiences and education.
- ▶ Continue to partner with UF Health to participate in the UF Student Health Professions Education Program to increase opportunities for students underrepresented in the health and research workforce.

Interprofessional Education: Physical Therapy Meets Dentistry

The value of interprofessional research and education is at an all-time high in today's academic climate. Yet, logistical challenges—such as meeting curricular and scheduling requirements—can make it difficult to achieve in the real world.

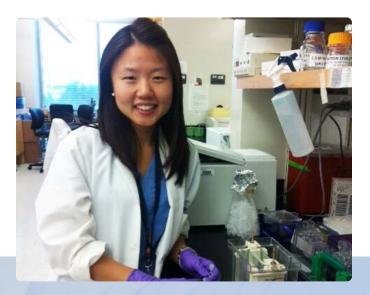
UF Health is unusually suited to creating valuable interprofessional opportunities for its students since all six health colleges are co-located on the Gainesville campus. In addition, all of the major research centers, institutes and most clinical enterprises are located within a half-mile radius of one another, and are adjacent to the main UF campus.

The relatively new "Making Safe Moves" course is a great example of an interprofessional offering that is a win-win opportunity for UF dental and physical therapy students. Making Safe Moves is an interactive, practical, peer-learning curriculum in which physical therapy students teach dental students how to safely transfer patients with assistive devices into and out of a dental chair.

In 2016, a peer-reviewed article in Collaborative Healthcare, a publication of the Jefferson Center for Interprofessional Education, detailed the hour and a half "Making Safe Moves" course.

Thought to be the first of its kind in the country and the only of its kind at UF, the one-on-one interactive experience meets curricular objectives for both the dental and physical therapy groups and addresses some of the barriers to interprofessional education.

Collectively, physical therapy and dental students who took the initial course agreed that learning how to perform transfers, appropriate body mechanics, and how to address needs for those with mobility deficits were very important.



DMD/PhD Student: The Future of Dentistry is Bright

UFCD D.M.D./Ph.D. student KyuLim Lee is one example of why the future of dentistry is so bright.

Lee knows that although scientific discovery takes time and diligence, it is highly worthwhile. "My experience has taught me an important aspect of research: a cure for a disease is not discovered overnight. The discoveries result from years of incremental research," she said.

After winning first place in the 2014 American Association for Dental Research Unilever Hatton Competition, Lee was selected as the 2016-2017 Gert Quigley Fellow. She, giving her the opportunity to spend six weeks at the American Association for Dental Research, or AADR, headquarters as well as a yearlong appointment to the AADR Government Affairs Committee.

Lee saw the position as critical to advancing academic dentistry through policy and engagement with funding agencies. Lee and other fellows helped craft policy related to the federal budget and other legislative and regulatory activities important to dental research.

"Research is the future of dentistry and advocating the importance of continuous funding for dental research is very important," she said.

Goal Three: Research

Support & Advance Preeminent Basic, Clinical, Translational and Population-Based Research

Our Vision

A vibrant research enterprise maintains the spirit of discovery that brings to life intellectual curiosity and enhances clinical acumen afforded through scholarship.

A strong research portfolio is a hallmark of UFCD's accomplishments, reputation and success. A thriving research environment ensures that students, residents and faculty remain at the leading edge of biomedical knowledge and practice. Through research, we assure that patient-care is driven by the best available evidence.

Objectives

3-1 Enhance recruitment and retention of exemplary faculty to advance the research enterprise.

Rationale: A talented and diverse faculty base is essential for sustaining our research program at a high level. We will continue to support and expand opportunities for faculty to conduct research to generate new knowledge that can inform clinical education and patient care. Strengthening UFCD's translational and clinical research enterprise is a focus.

Implementation Strategies

- ▶ Conduct strategic recruitment and capitalize on UF campus-wide initiatives to attain a critical mass of productive, research-intensive faculty and clinical researchers.
- ▶ Establish a UFCD research-resource portal to provide current information on research resources, faculty expertise/interests and core facilities; and establish appropriate links with other such portals such as UF Health Bridge.
- Review and enhance efforts that provide time and resources for clinical faculty to conduct research.
- Provide additional infrastructure to support research.
- Promote interactions that will facilitate research by UFCD faculty and trainees.

3-2. Promote interdisciplinary and team science.

Rationale: Investments in clinical and translational research can diversify our portfolio and provide additional opportunities for faculty, students and residents to engage in meaningful research and address a wide range of public health needs. Greater engagement with the UF Health environment could create new programs for basic, translational and clinical research—and for integrative approaches.

Implementation Strategies

- ▶ Enrich research programs in areas of historical strength, such as biomaterial sciences, with new linkages to translational and clinical research conducted within the UF Health environment and with institutions outside UFCD.
- Strengthen collaboration with the UF Clinical and Translational Science Institute and integration with major UF research initiatives such as AI, cancer and genomics.
- ▶ Facilitate appropriately-secured access to patient databases for clinical research studies and optimize conversion of existing activities and resources into research output such as the use of axiUm and EPIC.
- Create a robust mentoring system for faculty and trainees to enhance their ability to conduct research and scholarly work.

3-3 Expand extramural research funding.

Rationale: For the seventh consecutive year, NIH funding of UFCD research and research training has increased. UFCD now receives about \$16 million in total funding each year, ranking us fifth among U.S. dental institutions.

Our goal is to retain top-five status among dental institutions. Given uncertainties in public and private funding environments, growing and sustaining our research enterprise will require significant innovation.

Implementation Strategies

- Continue to support the pre- and post award grant core and cultivate an inclusive and collaborative research enterprise.
- ▶ Establish and disseminate an online repository of available funding opportunities relevant to UFCD researchers and their trainees.
- Develop and implement an internal grant-review process to provide constructive feedback for faculty and trainees during early stages of research-proposal development.
- Explore additional partnerships with the private sector to support research.
- Achieve and maintain top five status in NIH ranking status among dental institutions.
- 3-4 Increase the quantity of UFCD-wide scholarly activities.

Rationale: Research represents a core component of the UFCD mission and thus, maintaining a high level of scholarly activity is critical to our success. As biomedicine matures and grows beyond traditional boundaries, we will embrace more and different types of scholarship.

Implementation Strategies

- Increase the quantity and impact of scholarly output, including peer-reviewed publications; other written products; and local, regional, national and international presentations.
- Increase the number of honors and awards earned by faculty, students, residents and other trainees.
- Create a culture in which scholarship includes a broad range of activities that contribute to generating knowledge, as well as to translating and sharing it.

Goal Four: Infrastructure

Upgrade Teaching, Research and Clinical Space/Infrastructure and Ensure Resources to Support Existing and Future Programs

Our Vision

Centralized and efficient management of UFCD operations and development best supports our ability to be an outstanding institution.

UFCD's outstanding students, faculty and staff make up the core of our excellence as an institution. Yet to stay at the leading edge of teaching, research and care, we must ensure adequate financial resources to support the tripartite mission of the college and invest strategically in infrastructure, including new facilities. These efforts will pay off in improved patient care and safety, expanded research, and educational programs.

Objectives

4-1 Renovate and upgrade existing teaching, clinical and research space.

Rationale: Substantial improvements to our physical infrastructure are critical to accommodate growth and to enable UFCD to remain competitive. Investments should maximize collaboration, integration and communication within UFCD, with UF and UF Health, as well as with our neighboring communities.

Implementation Strategies

- Update plans for a new building in Gainesville and explore opportunities for upgrading offsite clinic facilities.
- ▶ Create centralized funding support for faculty and staff development support.
- Explore and analyze options for new or expanded programs in other locations throughout Florida.
- 4-2 Improve the UFCD-wide information technology infrastructure.

Rationale: Information technology is the backbone of 21st century education, research and health care. Improvements to information technology infrastructure will benefit students and residents as well as patients, researchers and staff. We will expand human capital and physical resources to bolster this key component of the UFCD environment.

Implementation Strategies

- ▶ Evaluate, and enhance where needed, current UFCD information-technology structure, support and associated costs, including student learning management systems, individual student dashboards and data warehousing.
- Update instructional-technology to enable tracking of assessments and competencies for DMD and advanced education.
- ▶ Explore data sharing between EPIC and axiUm clinic-management software systems for both clinical care and research purposes.
- 4-3 Implement a multi-faceted institutional development program to support faculty, facilities, and programs through endowed and non-endowed funds.

Rationale: As a nationally ranked institution that is part of the UF family, UFCD has an excellent reputation. This favorable standing serves as a launch pad from which to capitalize on successes and further grow resources. Additional revenue earned through philanthropy will support scholarships, faculty recruitment and infrastructure improvement.

Implementation Strategies

Launch and complete a multi-year capital campaign that incorporates funding opportunities for key goals and objectives.

- Leverage multi-year capital campaigns to incorporate funding opportunities for key goals and objectives.
- ▶ Employ a more comprehensive approach to engaging donors such as recruiting faculty and students as UFCD ambassadors and increasing outreach to alumni.
- Develop and implement creative information technology approaches to facilitate giving.
- Expand relationships with industries, corporations and foundations to increase gifts.
- Allocate donor funding for educational and career-developmental needs of residents, postdoctoral scholars and faculty.
- 4-4 Ensure adequate financial resources to support all missions of the college and future growth.

Rationale: Adequate financial resources ensure that the college can support its existing missions while planning for the future. By enhancing revenue and maintaining a strong cash reserve, the college can sustain itself through economic downturns, weather closures, pandemics and other unexpected events.

Implementation Strategies

- Maintain current levels of clinical revenues, including continuing in the Medicaid Supplemental Program and stabilize operating expenses.
- Continue to grow and diversify college revenues.
- ▶ Build the college's cash reserves across multiple fund sources to save for a new building.
- Utilize resources in a manner consistent with the college's strategic plan and long-term objectives.

Educational Service Trip: A Dental Home for Bahaman Children



Andros is the largest island in the Bahamas and the fifth-largest island in the Caribbean, but not a single dentist lives there to provide care for residents and visitors. The UFCD Bahamas Service Trip, first launched in 2012, provides a much-needed "dental home" for Andros children, providing free dental care in clinics set up in school classrooms with stations for oral hygiene education, prevention, extractions and restorative procedures.

The service trip was created by former UFCD endodontic resident and native Bahaman Dr. Ericka Bennett who teamed with Dr. Abi Adewumi, a pediatric dentistry UFCD faculty member and longtime supporter of dental mission trips. Adewumi has since led the effort, selecting a group of dental students and student leaders to organize the annual trip. The trip typically includes DMD students, faculty, and volunteer dentists and dental assistants. Each year they provide care for hundreds of the island's children.

Goal Five: Environment

Enhance and Maintain a Supportive and Humanistic Environment

Our Vision

UFCD is a premier destination for dental patients, a top educational choice for students and residents, and a stimulating working environment for faculty and staff.

An organization can only be strong when its human capital is united. Faculty, Staff, Residents, Trainees and Students, at UFCD form a special community linked through interests, knowledge, science, curiosity and compassion. We will create a supportive and respectful climate that embraces and values diversity, equity and inclusion — acknowledging that with diversity and community engagement, we gain a broader foundation of strength, wisdom and creativity. We will foster an environment of support, trust, effective communication, responsible and ethical behavior, and maintain an ongoing commitment to respect within our own institution while we provide care for others. Our commitment to community engagement and outreach provides opportunities to make a difference locally and throughout the state.

Objectives

5-1 Foster a culture of inclusion, diversity, equity and access among students, residents, staff and faculty.

Rationale: Diversity is a means to institutional excellence, and inclusion is diversity's natural partner. Recruiting trainees, faculty and staff from diverse backgrounds is important for developing an atmosphere of cultural competence in which providers can effectively connect with patient needs and their concerns. Such an environment is essential for delivering optimal patient-centered care and learner-focused education.

Implementation Strategies

- Create an Inclusion, Diversity, Equity and Access Strategic Plan to guide inclusive excellence across the college and develop a culture of individual and collective accountability and responsibility for these efforts.
- ▶ Continue to use a holistic approach to evaluate and recruit the most talented faculty, students, residents and postdoctoral scholars to UFCD.
- Recruit outstanding early-career scientists to secure the future of UFCD research programs; ensure that search strategies are objectively based and sufficiently broad in reach.
- Dedicate resources for additional merit-based scholarships for DMD students and ensure that sufficient unrestricted scholarship aid is available to attract and maintain a diverse student body.

- ▶ Enhance cultural competency in all learning, research and clinical environments.
- 5-2 Support recruitment, retention and professional and leadership development of faculty, staff, residents and students from diverse backgrounds.

Rationale: Quantum leaps in technology have transformed the way we interact, work, learn, provide care and discover new knowledge. As such, there is a great need to foster an environment of life-long learning and to invest in our college community with resources that underscore the inclusion of all, and drive the development of innovative, and culturally sensitive professionals.

Implementation Strategies

- Provide diverse types of professional and leadership opportunities for faculty, administrators, staff, residents and students.
- Develop and evaluate student-resident programming that addresses mentoring, career planning and professional skills management including critical skills such as communication and cultural competency.
- ▶ Provide evidence-based mentoring of facult and trainees by promoting use of the UF Clinical and Translational Science Institute Mentor Academy.
- Recruit and retain high quality faculty and staff to support the college's mission.

5-3 Develop a comprehensive UFCD communication plan, promoting the college's education, research and community engagement and service missions.

Rationale: Effective and meaningful communication is a powerful catalyst for maintaining our preeminence and sharing our successes in education, research and patient care. Much more than pushing out information, good communication is bidirectional, involving listening to the needs of our students, faculty, staff — and above all — patient communities. A strategic approach will ensure that we capitalize on these important connections.

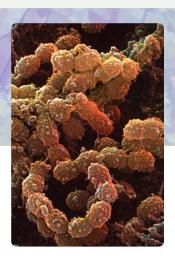
Implementation Strategies

- Expand UFCD regional, national and global branding.
- Build and maintain a strong relationship with UFCD alumni through social media and other communications approaches.
- Highlight student and faculty success stories to stakeholders, including local and national media, community organizations and alumni.
- Partner with UF Health in corporate-level communication efforts.
- Develop and maintain cooperative and synergistic partnerships with other public and private institutions.
- Increase marketing efforts to attract patients.
- Work with communities to expand equitable access to care and create opportunities for academic-community partnerships.
- 5-4 Promote an overall environment of health and wellness.

Rationale: Individuals and communities are most effective and productive when they are healthy and happy. Access to quality care for body and mind is a high priority for us as a leader in the development and delivery of evidence-based oral health care. We will continue to assess assess the needs of our own UFCD community and develop resources to meet those needs.

Implementation Strategies

- ▶ Promote responsible environmental stewardship in the communities in which we work and reside.
- ▶ Fulfill our social responsibility to care for underserved communities including patients with special needs.
- Support infrastructure changes and programs that foster and promote physical and mental well-being.



A Cavity-Fighting Bacteria?

Discovered in 1924, Streptococcus mutans is commonly found in the human oral cavity and is a significant contributor to tooth decay.

UFCD research suggests that a type of "helpful" bacteria may provide a new way to prevent caries. A healthy mouth requires a relatively neutral chemical milieu; a pH of around 7. When the oral environment becomes more acidic—such as from Streptococcus mutans-producing acid—dental cavities or other disorders can develop.

UFCD scientists cultured 2,000 bacteria from dental plaque and identified 54 microbes with the necessary metabolic properties to reduce acid. Then they closed in on a different member of the Streptococcus bacteria family called "A12."

They learned A12 breaks down natural molecules in the mouth and creates ammoni as a byproduct, that neutralizes acid and attacks and kills Streptococcus mutans.

The findings suggest that creating competition among oral bacterial types may prevent cavity formation by blunting acid production and allowing bacterial competition to even out bacterial communities. They hope to create a tool to screen for those at higher risk for developing cavities, and develop a dietary supplement containing helpful bacteria such as A12.

