

Marquette University School of Dentistry 2005 Strategic Plan – Executive Summary

Background

In the Fall of 2002 the School of Dentistry entered into a strategic planning process utilizing at that time a “whole systems” approach termed “appreciative inquiry”. This process focused on the future, leading to identification of themes that would allow the School to maximize its opportunities to become the very best private dental school.

Broad faculty, staff and student input took place and a document was produced by the planning committee under the direction of Dr. Ken Zakariasen. This document identified seven (7) themes and value premises and propositions. These included people, service, curriculum, knowledge advancement, leadership and management, financial management and support, and the “Marquette Experience”.

This document was reviewed by the faculty and staff and after some minor modifications was sent to the Administrative Council for approval and implementation. Work on determining action initiatives took place, but before they could be finalized Marquette University initiated an all campus planning process and required its various schools, colleges and programs to follow a set format for their strategic plans.

Since the School of Dentistry plan did not match in format work began on modifying our plan. The Dean and Dr. Tom Taft took the lead on this project. The new format involved providing the University with a summary of our planning process, source material that allowed comparison of our directions to national trends, and articulation of areas of excellence, distinctiveness, opportunity and weakness. It also required statement of clear outcomes and how those outcomes would be evaluated. Finally, it called for identification of the resources that would be needed to accomplish the plan and sources for those resources.

Summary

Summarized below are the key elements of the strategic plan as modified, submitted to the University and approved by the University Planning Council and the Provost. The plan has five (5) themes (A through E) and ten (10) supporting goals.

Theme A – *The School of Dentistry believes that the people who make-up the Marquette dentistry community are our most important asset. It further believes that a special “Marquette Experience” should be integral to each person’s life in the community.*

The goals of this theme include recruiting and hiring approximately 10 new faculty members by July 2008, providing opportunities for growth for all employee groups, promoting diversity and gender equity, and encouraging open communication thus facilitating personal and working interfaces.

Strategies associated with this theme include more actively publicizing our commitment to increasing the quality of the School, enhancing various development programs, encouraging diversity and gender equity issues through holding forums and providing opportunity for broad input in the School’s decision-making process, and developing regularly scheduled opportunities for interactions between departments and programs within the School.

Theme B – *The way the School of Dentistry educates, which includes our belief that service is a core purpose of the School, will have a major impact on the effectiveness of the educational and patient care experiences it provides.*

The goals of this theme include providing diverse educational experiences including community oriented educational sites for our students, providing high quality continuing education programming, and promoting enhancements of our inquiry-based and active curriculum.

Strategies include programs that address service to underserved population groups through active clinical education experiences, developing additional experiences of this nature, identifying and promoting a wide variety of continuing education opportunities, continuing to monitor the “new curriculum” through a strong “outcomes assessment” program, and provide a wide variety of workshops and training experiences in curriculum delivery and assessment for faculty.

Theme C – *The School of Dentistry believes that one primary characteristic of a profession is a continuously advancing body of knowledge that forms the scientific foundation (evidence-base) for the endeavors of that profession.*

The goals of this theme include bringing new scientific knowledge to professional practice by incorporating it into all of our programs and supporting an increased emphasis in clinical and interdisciplinary research.

Strategies include additional support for faculty and student research programs, use of grant funding to promote increased involvement in national meetings, further inclusion of clinical research evidence into the dental school curriculum, expansion of the scope of the research enterprise and over a five year period identifying funding to support clinical research facilities.

Theme D – *The School of Dentistry believes that the complexity of organizations is increasing dramatically in today’s rapidly evolving world. Change is a fact of life and must be directed by leaders while managers deal with day-to-day organizational complexity. Therefore, effective leaders and managers are needed at all levels to be successful. The School further believes change is best managed by systematic planning.*

The goals of this theme include recognition and identification of the need for strong leaders across the ranks of faculty, staff and students and the need to have an ongoing and responsive planning process.

Strategies include targeted leadership training made available across all groups and an active planning process that includes annual review and recommendations from all members of the School of Dentistry community.

Theme E - *The School of Dentistry believes that educational organizations, like businesses, must continually focus on financial management and support as critical factors in their ultimate success.*

The goal of this theme is to maintain continuous efforts to maximize the use of the School’s resources and to work on development of new revenue sources.

Strategies include annual review of our resources and who is responsible for their management, additional advancement (fund raising) approaches and further development of the faculty practice and continuing education as revenue enhancers.

The Marquette University School of Dentistry Strategic Plan is designed to provide guidance as the School continues to strive to achieve its overall goal of being

the best dental school possible. Each of the goals and their related strategies are designed to facilitate that drive for excellence. This is a drive for excellence that encourages both institutional and individual effort.

The School further recognizes the potential for it to be a leader among dental education institutions in providing dental care to underserved population groups thus responding to the call for improvements in oral health for all Americans issued by the Surgeon General. The American Dental Education Association has also called on the Nation's Dental Schools to take a leadership role in not only providing care to the underserved but also in developing a coalition forged from the private practice community, community health centers and various governmental agencies. The Marquette University School of Dentistry can utilize its current positive relationships with the profession and State government to facilitate improvement in the oral health status of all members of the Wisconsin population. As it does this, students are provided an opportunity to develop their leadership potential and to recognize the value of service to others.

The initial theme of the School's plan places all other aspects of it in the context of the "Marquette Experience". Students are encouraged to provide care in an ethical, caring and professional manner. Through their experiences with diverse patient groups and through encouragement to carefully combine concern for the patient with sound scientifically based treatment the dental student is transformed from undergraduate to "professional".

The five themes of the School's plan provide an environment and direction that encourages our students to grow in each aspect of the Marquette University mission: Excellence, Faith, Leadership and Service. It is in this manner that our students carry out the Jesuit, Catholic identity of the University.