

College of Dentistry Strategic Plan
2020 - 2025

Mission Statement

To advance oral health for the people of Iowa and beyond through education, research, and person-centered care.

STUDENT SUCCESS VISION

Create an environment for students to succeed that encompasses a contemporary curriculum intentionally balanced to promote student well-being while grounded in exceptional educational and clinical experiences that prepares students to become compassionate healthcare providers and team members. Be a national leader in teaching and learning as indicated through peer reviewed models, invited presentations, and national review panels.

GOAL #1: Provide a dynamic, evolving contemporary curriculum that prepares students to be practice and future ready.

Strategy: We can meet our student success goal #1 if we develop an intentional, coordinated, integrated curriculum that emphasizes critical thinking and evolving areas such as digital dentistry so students are more adaptive and equipped for placement.		
Critical Tasks	Tactics/Action Items	Indicators of Success
Incorporate educational experiences that intentionally integrate biomedical, clinical and behavioral sciences	<ol style="list-style-type: none">1. Develop curricula that supports integrated (vertical & horizontal) learning and thought processes throughout the curriculum2. Train faculty on case-based, patient-box type exam item construction3. Engage faculty for effective small-group & TILE-like case based learning4. Provide robust patient experiences in all clinical disciplines by the end of D3 with staff support to assure patient care continuity and student experiences	<ol style="list-style-type: none">1. 10-20% patient-box type questions integrating basic and clinical sciences on each exam2. Increase pass rate on INBDE by graduation3. 80% of courses implementing integrated instructional methods within 1-3 years4. Implemented horizontal and vertical integrative curriculum components within 2-4 years5. Clinical/patient activity.
Invest in updated digital dentistry curriculum and resources to ensure all students receive consistent experiences and up-to-date knowledge and skills	<ol style="list-style-type: none">1. Develop a coordinated, intentional and integrated digital dentistry curriculum2. Train faculty in digital skills3. Allocate appropriate resources to meet educational needs4. Explore collegiate digital learning hub that supports digital curriculum5. Acquire and maintain appropriate equipment to meet educational needs6. Seek Outside support	<ol style="list-style-type: none">1. Phase 1 of new digital curriculum implemented within 2-3 years2. 80% of relative faculty trained in digital dentistry within 5 years3. Finalized design of digital learning hub completed within 1-2 years

Strengthen and infuse critical thinking throughout curriculum focusing on clinical application	<ol style="list-style-type: none"> 1. Review Critical Thinking /Evidence Based Dentistry thread and make recommendations for improvements 2. Articulate outcomes, incorporate standardized risk and/or assessment tools throughout the curriculum 3. Calibrate faculty on assessments 	<ol style="list-style-type: none"> 1. Recommendations incorporated for clinical application of critical thinking/Evidence Based Dentistry in all D3 clerkships 2. Standardized assessment tools incorporated in D1-D4 clinical experiences
--	--	--

GOAL #2: Provide transformative educational experiences and support that enables students to grow personally and professionally.

Strategy: We can meet our student success goal #2 if we have dedicated space in the curriculum for growth opportunities.		
Critical Tasks	Tactics/Action Items	Indicators of Success
Build student resiliency, coping mechanisms and removing curricular barriers to reduce student stress and strengthen wellness programming	<ol style="list-style-type: none"> 1. Identify student performance trends that indicate high academic difficulty areas in curriculum 2. Optimize curriculum 3. Create dedicated space and time for student wellness activities 4. Enhance and expand existing wellness activities offered 5. Collaborate with embedded counselor 	<ol style="list-style-type: none"> 1. Reduction of number of students on altered curriculum and remediation plans due to academic difficulty 2. Completed curriculum/academic calendar analysis within 1-2 years 3. Academic calendar with consistent, predictable class schedules within 2-3 years 4. 2 protected hours per week available in the student schedule for wellness practice 5. Identified future space for student wellness and study areas 6. Increased number of structured educational opportunities for wellness and personal growth
Strengthen professional growth opportunities	<ol style="list-style-type: none"> 1. Develop collegiate electives geared towards student interests, strengths and/or weaknesses 2. Identify time in curriculum for students to take electives 3. Explore feasibility of combined programs such as MPH/DDS, PhD/DDS, MBA/DDS, etc. 	<ol style="list-style-type: none"> 1. At least 5 elective experiences created and offered within the 2-3 years 2. 100% of students taking elective within the 5 years 3. Identify and target one combined program to develop within 5 years

Invest in student's future placement	<ol style="list-style-type: none"> 1. Coordinate centralized placement opportunity resources & guidance, with emphasis placed on Iowa Opportunities 2. Identify what is currently effective 	<ol style="list-style-type: none"> 1. Maintained and updated digital repository placement resources and information 2. Identified team/designated person to provide coordinated services 3. 100% grad placement within one year
--------------------------------------	---	--

GOAL #3: Prepare students to become impactful and effective leaders and team members that emphasize person-centered care.

Strategy: We can meet our student success goal #3 if we develop and provide students with intentional and relevant experiences that build healthcare leadership and team skills that enable them to provide person-centered care (PCC).		
Critical Tasks	Tactics/Action Items	Indicators of Success
Prepare students to participate in PCC in variety of clinical settings that intentionally emphasizes relationships with patients and communities, and collaboration with other healthcare providers	<ol style="list-style-type: none"> 1. Integrate communication that connects healthcare providers 2. Provide clinical experiences that are interprofessional and person-centered 3. Increase connection with surrounding communities and state 4. Strategically expose students to a variety of healthcare teams in which dental care is needed 	<ol style="list-style-type: none"> 1. Increased communication between hospital and dentistry electronic health record systems. Presence of health care providers (nursing or pharmacy student or MD student) in clinics during patient evaluation and treatment planning 2. Increased number of non-dental consults with other healthcare professionals by 30% in predoctoral program
Build strong leaders and effective team members	<ol style="list-style-type: none"> 1. Provide training on effective team and leader communication and conflict management skills 2. Enhance community learning experiences that allow students to take on leadership roles 	<ol style="list-style-type: none"> 1. Monitor and report students in leadership roles in CoD, University, community, and/or professional organizations (target goal 30% by graduation) 2. Leadership and teams skills workshop and/or elective offered to students within 2-3 years 3. Monitor and report student participation % in community/service learning experiences throughout D1-D4 (target goal 100% by graduation)

RESEARCH AND DISCOVERY VISION: *To be a globally recognized leader in oral, craniofacial and related research*

Goal # 1: Increase research capacity to pursue oral, craniofacial and related research.

Strategy: *We can meet our goal #1, by providing supportive and collaborative environment for researchers to increase grant submissions and grant success rate.*

Critical Tasks	Tactics - Action Item	Indicators of Success
Create a supportive and collaborative environment for researchers	<ol style="list-style-type: none"> 1. Increase personnel in grant submission and management office (cross-train for future) 2. Support researchers: pre and post-grant award support, physical and IT support 3. Create committees to have senior faculty or outside reviewers critically review submissions and provide constructive feedback for junior faculty 4. Identify common areas of research interests among colleges and work with other colleges and plan for program grant submission. 	<ol style="list-style-type: none"> 1. Number of grant submissions (10-20 % increase in the next 3 to 5 years) 2. Number of tenure track faculty members with at least one grant submission per year 3. Submission of center or program grants. 4. Committee creation 5. Research personnel hires
Increase grant funding	<ol style="list-style-type: none"> 1. Build strong connections with NIH and other funding sources 2. Align faculty research interests and apply for cluster or program grants 	<ol style="list-style-type: none"> 1. Number of funded grants per tenured or tenure track faculty [At least one grant funded per tenure track faculty member (research intensive - federal; clinical scholar - foundation or industry or federal)] in the next 3 years. 2. Total extra-mural grant support (to be in top 10 of the NIDCR funding to dental schools ranking within the next 3 to 5 years). 3. Increase in total extra-mural grant support (including industry and foundational grants) by 20-30% within the next 3 to 5 years.

Goal # 2: Recruit and retain tenure track and/or tenured faculty members.

Strategy: We can meet our goal #2, by providing competitive salary and incentives for researchers		
Critical Tasks	Tactics - Action Item	Indicators of Success
Tenure track faculty member recruitment	<ol style="list-style-type: none"> 1. Provide competitive salary and startup package 2. Create an inclusive and welcoming environment 3. Provide pilot intramural grant funding opportunities 	<ol style="list-style-type: none"> 1. Increase the proportion of tenure-track faculty by 10% in the next 3 to 5 years
Promote retention of tenure-track or tenured faculty members	<ol style="list-style-type: none"> 1. Provide competitive compensation 2. Provide incentives for writing grants 3. Provide gap-funding opportunities 4. Monitor job assignments related to funding support 	<ol style="list-style-type: none"> 1. Number of tenure track or tenured faculty who continue to stay at Iowa (95% non-retirement for the next 3 to 5 years)

Goal # 3: Increase clinical and translational research output.

Strategy: We can meet our goal #3, by enhancing the interactions between researchers and clinicians.		
Critical Tasks	Tactics - Action Item	Indicators of Success
Bringing researchers and clinicians together	<ol style="list-style-type: none"> 1. Increase cross talk between basic and clinical researchers 2. Create special interest group/committee for faculty members interested or engaged in clinical and translational research. 3. Provide pilot grant opportunities to encourage clinical and translational research 	<ol style="list-style-type: none"> 1. Number of clinical track faculty members involved in research (10 to 20% increase in grant submissions that involve a clinical track faculty member in the next 3 to 5 years). 2. Number of translational research grant submissions (to federal agencies, industries or foundations) (increase by 20% within the next 2 to 3 years). 3. Creation of clinical and translational research committee

Goal # 4: Foster training of future researchers and academic workforce.

Strategy: We can meet our goal #4, by developing newer training programs and strengthening existing programs that will facilitate effective development of future academic workforce.		
Critical Tasks	Tactics - Action Item	Indicators of Success
Exploring development of newer programs	<ol style="list-style-type: none"> 1. Create and/or pursue programs and scholarships to encourage students to consider academics (example: loan repayment program) 2. Investigate success of DDS-PhD programs at other schools 	<ol style="list-style-type: none"> 1. Number and creation of scholarships or loan repayment programs for student researchers interested in pursuing academic career within the next 3 to 5 years. 2. Report investigative findings of the combined DDS-PhD program within the next 3 to 5 years.
Strengthening existing research training programs	<ol style="list-style-type: none"> 1. Increase PhD enrollment (renewing federal training grant support) 2. Enhance Dental student research program (DSRP) 3. Support PhD students: physical and IT support to conduct doctoral work 4. Provide financial support in the form of small pilot grants. 	<ol style="list-style-type: none"> 1. Successful renewal of training grant. 2. Increase in the number of pre-dental and dental students (D1 through D4 years) engaged in DSRP by 20 % in the next 3 to 5 years. 3. Increase in the number of dental students entering academia (at least one dental student from every class beginning in 2 years) Measured in 4 years

Goal # 5: To be a leader in big data, machine learning and scholarship involving digital dentistry.

Strategy: *We can meet our goal #5, by enhancing the interactions between clinicians and researchers in big data and allocate resources to collaborative projects that come out of such interactions.*

Critical Tasks	Tactics - Action Item	Indicators of Success
Support and expand big data research	<ol style="list-style-type: none"> 1. Increase cross talk between disciplines of artificial intelligence (AI), machine learning clinical disciplines and bioinformatics within UIOWA campus. 2. Create a national network with other organizations. 3. Allocate resources to support collaborative big data research. 	<ol style="list-style-type: none"> 1. Number of grant submissions, patents, startups and research projects that come out of such collaborations 2. Publications of IEHR-based research studies. 3. Establishment of AI committee and node within College of Dentistry. 4. Maintain or increase (if needed) the dedicated AI node for College of Dentistry 5. Number of faculty members involved in projects (10% in the next 3 to 5 years).
Support and expand medicine-dentistry integrated electronic health records (IEHR) based research	<ol style="list-style-type: none"> 1. Increase cross talk between clinical disciplines, biostatistics and bioinformatics within UIOWA campus (UIHC and UICOD) 2. Create a national network with other organizations. 	<ol style="list-style-type: none"> 1. Submissions of grant(s) based on IEHR-based research projects. 2. Publications of IEHR-based research studies. 3. Become member of a national EHR consortium (example: Big mouth initiative) 4. Number of faculty members involved in projects (10% in the next 3 to 5 years).

Goal # 6: To increase dissemination of research findings.

Strategy: We can meet our goal #6, by creating a culture that value scholarship and dissemination of research findings.		
Critical Tasks	Tactics - Action Item	Indicators of Success
Increase Research Dissemination	<ol style="list-style-type: none"> 1. Encourage DDS and graduate students/residents to publish their research 2. Encourage DDS and graduate students/residents to present their research at scientific meetings 3. Provide scientific writing support for faculty members 4. Provide competitive travel awards for DDS and graduate students. 5. Creating a requirement to deposit a 'ready to be submitted' form of thesis (in manuscript format) 	<ol style="list-style-type: none"> 1. Increase in the number of publications in open access journals (20% increase in the next 3 to 5 years) 2. Maintain high number of national and international presentations 3. Increase in the number of publications in high impact journals within the area of focus (20 % increase within the next 3 to 5 years)

ENGAGEMENT VISION: *Sustain and enhance our educational, research, and clinical missions to prepare leaders in oral health through engagement. Provide excellent oral healthcare in an innovative, multidisciplinary, and person-centered model while embracing proven technologies to advance oral health. Serve as an oral health advocate for all citizens in the state, nation, and world through actively engaging faculty, staff, alumni, friends, and other key stakeholders to improve the oral health of the public.*

Goal 1: Promoting and Advocating Oral Health

Strategy: We can meet our engagement goal 1 if we are actively involved in local, state, and national levels as Oral Health Advocates		
Critical Tasks	Tactics – Action Items	Indicators of Success
Be actively involved at the local and state level	<ol style="list-style-type: none"> 1. Encourage faculty, staff, and students to become involved 2. Provide dental opinion piece through Strategic Communications 3. Offer education throughout the state of Iowa 4. Promote our existing efforts 	<ol style="list-style-type: none"> 1. Increase in number of faculty/staff/students involved in civic engagement 2. Increase in organized events advocating and promoting oral health, 1-2 per year within 2-3yrs 3. 4-5 social media posts/stories per month 4. Quarterly submission of opinion article 5. At least 1 article in Iowa Now annually

Be actively involved at the national and International level	<ol style="list-style-type: none"> 1. Encourage faculty, staff, and students to become involved in national organizations 2. Offer continuing education on a national and international level 3. Increase involvement in oral health organizations in other countries 	<ol style="list-style-type: none"> 1. Increase in the percent of faculty, staff and students involved in national and international organizations 2. Increased representation and participation of faculty, students and staff in national dental lobby day in Washington DC 3. Provide 1 international based CE program per year, within 3-5 years 4. Number of invited international presentations increased
Provide leadership to identify policies and strategies to serve the needs of underserved populations.	<ol style="list-style-type: none"> 1. Establish open communications with Iowa DHS and other local agencies 2. Invest in Public Policy Research 3. Establish committee on Engagement to monitor this activity 	<ol style="list-style-type: none"> 1. Bi-annual meeting with the 2. Iowa Department of Human Services. 3. Explore feasibility of creating post-doc position in public policy 4. Committee established

Goal 2: Provide Excellent Person-Centered Oral Health Care

Strategy: *We can meet our engagement goal 2 if we focus on person-centered care*

Critical Tasks	Tactics – Action Items	Indicators of Success
Enhance multidisciplinary comprehensive care	<ol style="list-style-type: none"> 1. Sustain all extensive dental specialties with governance based on a discipline/departmental structure 2. Monitor patients who complete treatment (use ADA survey language) 3. Evaluate streamlining pre-doc and grad patient ingress process 4. Explore utilization of teledentistry 	<ol style="list-style-type: none"> 1. Maintain advanced education programs in all current ADA accredited and other selected residency programs 2. 80% of Comprehensive care patients complete recommended treatment within 2 years of initial exam. 3. Teledentistry opportunities tested

Strive for an accurate and comprehensive understanding of patient encounters. Monitor and Improve patient experience	<ol style="list-style-type: none"> 1. Develop an electronic dashboard capable of accurately tracking data points related to patient care 2. Monitor patient satisfaction 3. Evaluate streamlining pre-doc and grad patient ingress process 	<ol style="list-style-type: none"> 1. Monitor and report patient satisfaction survey with a goal of 98% positive experience 2. System Created for tracking patient retention within 2-3 years 3. System Created for tracking patient concerns 4. Accurately report on an annual basis all sections of and ADA Survey on Dental Education related to patient care 5. Payor mix for all patients reported by provider level and clinic 6. Distance traveled by patients receiving care at the College of Dentistry reported quarterly
Lead the state and nation with inclusive and accessible, nationally recognized dental care	<ol style="list-style-type: none"> 1. Identify and implement ways to treat all patients regardless of ability to pay 2. Evaluate streamlining pre-doc and grad patient ingress process 	<ol style="list-style-type: none"> 1. Transition from student patient assistance fund to a fully endowed patient treatment Assistance fund 2. Establish partnerships with CHCs and FQHCs to provide care in Iowa dental shortage areas
Embrace technological transformation to prepare for the future of dentistry	<ol style="list-style-type: none"> 1. Be a leader in AI integration with patient care 2. Implement technologies that integrate with our Electronic Health Record 3. Integrate the use of proven technology to improve patient care 	<ol style="list-style-type: none"> 1. Assess the need to increase technology and create a strategy within 1-2 years. 2. Implement strategy for technology needs within 3-5 years 3. Investigate and implement Inventory, instrument, and sterilization tracking system within 2-3 years. 4. Patient portal, online registration, forms, and appointment requests implemented within 2-3 years 5. AI core/division created within 2-3 years

Goal 3: Provide a Productive and Supportive Work Environment with-in the College of Dentistry

Strategy: We can meet our engagement goal 3 if we improve faculty retention and provide professional development		
Critical Tasks	Tactics – Action Items	Indicators of Success
Maintain current level of faculty retention (non-retiring)	<ol style="list-style-type: none"> 1. Establish active measures to retain faculty 2. Survey faculty and staff to attain knowledge for retention 3. Establish work group to analyze survey results 	<ol style="list-style-type: none"> 1. Working at Iowa Survey, attaining >85% on questions “I would recommend the UI to a friend” 2. Growth in the current COD Faculty Loan Repayment fund and establish an endowed fund 3. Survey created and given to faculty and staff biannually
Provide professional and personal development	<ol style="list-style-type: none"> 1. Enhance employee “onboarding” 2. Utilize UI opportunities for professional and personal development 3. Develop and implement professional development for all faculty and staff levels 4. Identify faculty and staff with interest to utilize “train the trainers” opportunities to provide training locally. 	<ol style="list-style-type: none"> 1. Implement and improve standard onboarding orientation process for all faculty and staff within 2-3 years 2. Orientation/onboarding dashboard created for training with in-person and online modules within 2-3 years 3. Implemented professional development for all faculty and staff levels 4. Annually notification of opportunities sent.

Goal 4: Engaging Alumni, Friends, and other Key Stakeholders

Strategy: *We can meet our engagement goal 4 if we actively and continuously engage alumni and friends.*

Critical Tasks	Tactics – Action Items	Indicators of Success
Provide exceptional Continuing Education for the state, nation, and world	<ol style="list-style-type: none"> 1. Expand outreach of continuing education courses throughout the state of Iowa 	<ol style="list-style-type: none"> 1. 2 CE courses offered per year in different locations in the state 2. Alumni and friends Lunch N Learns developed with a CE component to support communication with alumni and friends within 2-3 years
Continuously engage alumni	<ol style="list-style-type: none"> 1. Recruit new adjunct faculty 2. Develop new strategies to communicate with alumni, friends, and other key stakeholders 	<ol style="list-style-type: none"> 1. Quarterly magazine created highlighting the COD, research, education, and its people within 2-3 years 2. Survey created to give to alumni, gaining feedback for COD within 3-4 years 3. Utilize social media platforms and communicate daily to weekly to promote COD and its people within 2-3years 4. Appropriate levels of adjunct faculty each year in the COD who teach on a weekly or monthly basis is maintained

DIVERSITY, EQUITY, AND INCLUSION VISION: *To create an environment that promotes and supports the diversity of our students, staff, faculty, and community through equitable access and intentional inclusion*

Goal #1: Create and sustain an inclusive and equitable environment in the College of Dentistry

Strategy: We can meet Goal #1 if we provide on-going support for DEI-related programs, events, media promotion, and training sessions.		
Critical Tasks	Tactics – Action Items	Indicators of Success
Consistently, clearly, and boldly communicate the message that diversity, equity, and inclusion are critical to the College’s mission	<ol style="list-style-type: none"> 1. Designate a Chief DEI Officer faculty or staff position 2. Communicate university and collegiate definitions of diversity, equity and inclusion 3. Create a visually welcoming and inclusive collegiate environment 4. Publicize an “Accessible and Inclusive College of Dentistry” to the internal and external communities 5. Promote population-specific clinical services 	<ol style="list-style-type: none"> 1. Appoint DEI officer within 1-2 years 2. Regular monthly notification of BUILD opportunities completed 3. 50% of any print and social media with images of people released by the College will include diverse representation within 1-2 years 4. 75% of visual signage produced by Ed Media will include diverse representation (e.g., religious and racial diversity, sexual/gender minorities, geriatric populations, people with disabilities) within 1-2 years 5. Annually offer staff, faculty, and students options for inclusive email signatures 6. College community annual participation in Pride Month (June) Rainbow flag pins are available for faculty, staff, and students to wear in the College year round
Ensure that administrators, faculty, and staff are effective at promoting, modeling, and implementing diversity, equity, and inclusion core values	<ol style="list-style-type: none"> 1. Require supervisors to participate in BUILD courses and program 2. Build institutional capacity to provide opportunities for faculty, staff, and students to participate in competency-based diversity, equity, and inclusion skill-building workshops. 3. Administer student climate survey annually 	<ol style="list-style-type: none"> 1. Increase to 50% of supervisors who have completed at least 1 BUILD-qualifying course within 3-5 years 2. Regular monthly notification of BUILD opportunities completed 3. Increase to 50% of employees who have participated in a BUILD-related event within 3-5 years 4. Increase number of supervisors with BUILD certification within 3-5 years

		5. At least 50% of students will complete the climate survey bi-annually
Provide appropriate educational and patient care experiences for developing culturally-inclusive practice skills	<ol style="list-style-type: none"> 1. Hold college-wide diversity-focused training and information events 2. Require cultural competency training for predoctoral, residents and graduate students 	<ol style="list-style-type: none"> 1. 100% of incoming residents and graduate students will have completed cultural competency training by 2021 2. Offer at least 2 BUILD-related events to students within 1-2 years

Goal #2: Recruit, retain, and advance a diverse community of faculty, staff, and students

<i>Strategy: We can meet Goal #2 if we implement research-based strategies to improve acceptance rate and timely graduation of diverse students and adequate training to recruit, retain and advance a diverse community</i>		
Critical Tasks	Tactics – Action Items	Indicators of Success
Recruit and retain high caliber students from underrepresented communities	<ol style="list-style-type: none"> 1. Expand the support structure for underrepresented student groups in the College 2. Have student “DEI leaders” from each class to act as liaisons – could help when recruiting students from diverse backgrounds for COD. 3. Have small groups with diverse students across different years in dental school and graduate student act as mentors for underclassmen to help and guide through dental school 4. Identify additional pipelines for undergraduate and high school student access using UI recruitment resources, collegiate mentors and alumni 	<ol style="list-style-type: none"> 1. Increase admissions’ acceptance rates among high caliber students who are from underrepresented groups. 2. Additional pipeline opportunities identified
Enhance diversity, equity, and inclusion in faculty and staff search and selection processes	<ol style="list-style-type: none"> 1. Review existing faculty and staff search committee policies related to equitable practices 	<ol style="list-style-type: none"> 1. Within 1-2 years, review of search committee policies will be completed

	<ol style="list-style-type: none"> 2. Provide unconscious bias training for all members of new search committees or are in any way part of recruitment 	<ol style="list-style-type: none"> 2. Within 2-3 years, 100% of people involved with search or hiring processes will receive unconscious bias training 3. Improvement in the percentage of interviewees and/or hires with diverse and underrepresented backgrounds 4. Remain compliant with all university policies and procedures
Enhance retention of a diverse workforce by promoting an inclusive culture	<ol style="list-style-type: none"> 1. Support and implement programs showing the value of diverse and inclusive culture in the College 2. Periodic noon seminars and/or small working group luncheons to develop initiatives for inclusion of everybody 	<ol style="list-style-type: none"> 1. Within 2 years, review of developed programs

Goal #3: Enhance College-wide diversity, equity, and inclusion accountability and effectiveness

Strategy: We can meet Goal #3 if we evaluate existing strategies and policies, identify and address gaps related to DEI.		
Critical Tasks	Tactics – Action Items	Indicators of Success
Promote department and individual accountability for achieving diversity, equity, and inclusion-related performance outcomes	<ol style="list-style-type: none"> 1. Incentivize staff and faculty to participate in DEI activities 2. Encourage exit interviews that are formal and include climate questions 3. Include information about DEI activities in annual performance reviews 	<ol style="list-style-type: none"> 1. Within 2-3 years, offer 1-2 free DEI-related CE courses per year 2. Within 2-3 years, exit interviews will be conducted for 50% of staff and faculty leaving the College and review data trends to address collegiate challenges 3. Within 1-2 years, all annual performance reviews will include DEI-related measures/goals
Assist departments and offices in integrating diversity, equity, and inclusion-related goals and strategies	<ol style="list-style-type: none"> 1. Include DEI in departmental mission statements 2. Annually assess gender salary equity for COD faculty and staff 	<ol style="list-style-type: none"> 1. Within 1-2 years, all departmental mission statements will address diversity, equity and inclusion. 2. Annual report done and distributed within 1 year

Enhance reporting mechanisms to address discrimination or harassment concerns	<ol style="list-style-type: none"> 1. Establish an active response protocol to address complaints 2. Establish and promote a College policy of “Zero Tolerance” against bullying 	<ol style="list-style-type: none"> 1. Collegiate policy related to bullying, consistent with University policy is developed, promoted and disseminated annually
---	--	--