1. Build resource base, appropriate allocations, and improve ROI
   a. VCU SOD is underfunded compared with other public dental schools
   b. Need to further diversify our funding mix – greatest dependence on student tuition and fees
   c. Need to leverage all assets in collaborative fashion
      i. Eliminate duplications of efforts
      ii. Eliminate low-return efforts
      iii. Break some historical silos
   d. Need transformative funding
      i. Facilities improvement - $30-40M
      ii. Endowed faculty positions
2. Foster broad university involvement by School of Dentistry community
   a. Faculty
   b. Staff
   c. Students
   d. Administration
   e. Alumni
3. Reorganization is taking place at high levels of VCU – pay attention
   a. Much driven by Qwest for Distinction (Q4D)
   b. Accountability on resources
   c. Discussion of resource “reallocation”
   d. Increased administration
4. Growing and nurturing the faculty
   a. Who is looking after the faculty?
   b. Promotion and Tenure need change and rejuvenation
   c. Faculty reward system aligned with accomplishing strategic goals
5. Research and scholarship
   a. Extramural funding competitiveness
   b. NIH and other ranking metrics
   c. Opportunities with Engineering
   d. Formal student research program and tracks – DDS/PhD and DDS/MS
6. Continuous retooling of our teaching methods
   a. Less factual binge and purge
   b. More conceptional-based approach to learning
   c. Fewer 50 minute lectures
   d. Take advantage of existing instructional resources outside VCU
7. Community Presence
   a. MOM projects
   b. Community based-rotations
c. Children’s Hospital of Richmond at VCU
d. MLK middle school clinic still included in project plans
e. Aging population
f. VDA Public Relations Campaign

8. Oral Health Workforce & Access to Care in Virginia
   a. VDA Access to Care Task Force
   b. What is our appropriate class size?
   c. Impact of student debt
d. Impact of new dental schools
   i. Applicant pool
   ii. Need to compete with our strengths
e. What type of practitioners are needed for the future?
   i. Ethics and professionalism
   ii. Scientific – evidenced based
   iii. Public health oriented
   iv. Health care team player – team leaders and member participants
   v. Expanded use of other providers

9. International recognition
   a. Jamaica Project
   b. Ortho – University of Messina
c. Potential with Qingdao Dental Hospital
   i. Dr. Ellen Hahn on staff – former full-time VCU Endo faculty member
   ii. D4 Julia Kott spent a month there over the recent holiday break

10. Diversity and Inclusion
    a. Recruitment efforts
    b. Performance evaluation and promotion requirements
    c. Gender diversity for the Dental Hygiene Program

11. Getting our messages out
    a. Visibility
    b. Branding
    c. National and International
    d. Destination dental school

12. Selecting Peer Dental Schools
    a. Best practices
    b. Aspirational goals
    c. Metrics comparisons