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# Strategic Planning in Dental Education: A Case Study Adopting the Issue-Based Planning Model and SWOT Analysis Framework

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## Abstract

**Introduction:** This study describes a faculty development initiative through implementing the Issue-Based Strategic Planning Model and SWOT Analysis Framework to establish a sustainable strategic direction and strengthen faculty governance. **Methods:** A qualitative case study design was adopted, involving document reviews, stakeholder consultations, and anonymous surveys. The strategic planning process engaged faculty leadership and academic staff using a bidirectional approach, top-down and bottom-up. It involved six key steps: initial preparation, Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, identification of strategic issues, reassessment of mission and vision, development of action plans, and execution with monitoring. Data sources included document reviews, management meetings, anonymous surveys, and thematic analysis of

responses. Results: The strategic planning process fostered unified understanding and engagement across departments. Twelve innovative ideas were consolidated into four strategic pillars guiding institutional transformation. The SWOT analysis identified key strengths (e.g., qualified faculty, accredited curriculum), weaknesses (e.g., lack of curriculum mapping, limited research funding), opportunities (e.g., international collaboration, faculty training), and threats (e.g., financial constraints, outdated research infrastructure). Four strategic goals were formulated: enhancing teaching and learning, promoting research, strengthening administration, and expanding clinical and community services. Implementation led to increased research output, coordinated international programs, and improved alignment of departmental Key Performance Indicators with institutional objectives. Conclusion: Adopting structured strategic planning models enabled the faculty to align institutional goals with broader educational priorities while reinforcing academic values. This case demonstrates that strategic planning is essential for fostering institutional resilience and continuous improvement in dental education, ensuring long-term relevance, sustainability, and impact. © 2025 John Wiley & Sons A/S. Published by John Wiley & Sons Ltd.

Author keywords

dental education; faculty; institutional management; leadership; strategic planning

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