

**University of the Pacific  
Arthur A. Dugoni School of Dentistry**

**Report on the  
Implementation of the Strategic Plan**

**Submitted to:**

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**By:**

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University of the Pacific, Arthur A. Dugoni School of Dentistry Strategic Plan	

## **I. Background**

The University of the Pacific, Arthur A. Dugoni School of Dentistry strategic plan is comprised of vision, mission, and values statements, six strategic directions, and 34 major goals (Appendix). The School completed the strategic plan in late 2007. In 2008, Dean Patrick J. Ferrillo, Jr. engaged the entire School in a process to deconstruct the strategic plan into actionable items through an implementation plan. Utilizing an Implementation Planning Task Force (IPTF) in collaboration with the Dean's administrative leadership group, the Dean's Cabinet (DC), the School launched the first implementation plan in May 2008. After carefully reviewing 109 individual action steps through a survey and subsequent meeting, the IPTF and DC recommended 22 specific actions to begin in May 2008, with a scheduled assessment and update in one year.

## **II. Assessment of the Implementation Plan**

On May 7, 2009, the IPTF and the DC met to review and assess the implementation plan. Of the 22 action steps identified in May 2008, 10 have been accomplished (Table 1) and 12 are continuing (Table 2). In addition, 14 items from the complete list of action steps have been resolved as a part of the School's regular operations (Table 3). Eight items have been assigned to implementation working groups (Table 4). The tables below show both the status of the action items and their correlation to the relevant component of the mission statement, the strategic direction, and goal as found in the Appendix.

**Table 1. Accomplished**

<b>Action Item</b>	<b>Mission</b>	<b>Strategic Direction</b>	<b>Goal</b>
Invite the Director of the Pacific Center for Teaching and Learning (CTL) to provide an active learning workshop at Faculty Development Day in June 2008 and on a monthly basis to provide assistance as identified in the Faculty Needs Survey.	Define New Standards of Education	1	1.2
Develop formal evaluation system for Chairs, Associate and Assistant Deans.	Actualize Individual Potential	5	5.4
Establish formalized, comprehensive peer evaluation system.	Actualize Individual Potential	1	1.3
Improvement of our current evaluation system for Faculty and Staff.	Actualize Individual Potential	5	5.4
Retain the "scholarship of teaching and learning" in the portfolio of the Associate Dean for Academic Affairs to ensure representation at the Dean's cabinet level.	Discover and Disseminate Knowledge	1	1.1
Hire an innovative Academic Dean to review/revamp the curriculum.	Discover and Disseminate Knowledge	3	3.3

Review and develop new action items corresponding to Mission Statement Item 6 (Develop and promote policies addressing the needs of society) and Strategic Direction 2 (Develop professionals committed to improving the health of all people).	Develop and Promote Policies Addressing the Needs of Society	2	2.1
Complete a facility master plan to include: teaching (all learning spaces), research, faculty practice, labs, continuing education, and technology needs.	Define New Standards of Education	6	6.1
Align IT, Instructional Development and Classroom Services support functions and staff to assist faculty with adopting current developments in technology.	Define New Standards of Education	1	1.4
Establish relationship with the Center for Teaching and Learning Excellence (Stockton Campus) to promote research on teaching and learning.	Discover and Disseminate Knowledge	3	3.5

**Table 2. Continuing**

Action Item	Mission	Strategic Direction	Goal
Combine the Basic Science Departments into a Department of Biomedical Sciences.	Prepare Oral Health Care Providers for Scientifically Based Practice	1	1.5
Conduct bi-Annual Staff/Administration/Faculty Meetings.	Actualize Individual Potential	5	5.1
Post all positions internally within the school; including Faculty and Administrative Appointments - Consider: development of new process, posting sites/length, application forms, and search committees.	Actualize Individual Potential	5	5.7
Acknowledge, encourage and reward students and residents for volunteerism and service-learning projects.	Actualize Individual Potential	2	2.1
Acquire and implement a comprehensive electronic patient record system.	Discover and Disseminate Knowledge	1	1.4
More clearly define "scholarship of teaching and learning" (SoTL) to maximize the benefit of this activity for faculty promotion and tenure.	Discover and Disseminate Knowledge	1	1.1
Conduct a Competitive salary review and develop an implementation plan.	Actualize Individual Potential	5	5.6
Create integrated biomedical science courses (Internal Medicine for Dentist, Oral Medicine, and Infectious Diseases) that dovetail with the Integrated Clinical	Prepare Oral Health Care Providers for Scientifically Based Practice	1	1.5

Sciences course.			
Conduct a comprehensive review of current curriculum management with recommendations for comprehensive curriculum management.	Define New Standards of Education	1	1.3
Evaluate extramural rotation blocks for opportunities to improve the educational experience via an Advising Council of students, staff and rotation faculty, chairs and community health professionals.	Provide Patient Centered Care	2	2.4
Develop standing committee for all diversity issues. (Gender, Race, Ethnicity, Age, Religion, Sexual Orientation, Cultural, etc.)	Actualize Individual Potential	5	5.2
Raise the faculty's awareness of the Commission on Change and Innovation (CCI), as well as of innovations being adopted by other schools.	Define New Standards of Education	1	1.3

**Table 3. Resolved**

Action Item	Mission	Strategic Direction	Goal
Investigate and align the Arthur A. Dugoni School of Dentistry with national advances in clinical and curriculum reform related to the status of the research on the oral/systemic relationship and patient care, e.g. ADEA.	Prepare Oral Health Care Providers for Scientifically Based Practice	2	2.3
Provide second and third year students with research time blocks built into the curriculum.	Define New Standards of Education	3	3.4
Creation of Staff Council	Actualize Individual Potential	5	5.1
Recruit faculty who have the ability or potential to lead curricular change and innovation.	Define New Standards of Education	1	1.2
Align the Arthur A. Dugoni School of Dentistry with national advances in curriculum development and reform through anchorage in the ADEA Commission on Change and Innovation.	Define New Standards of Education	1	1.3
Develop comprehensive student evaluation instruments that provide valid feedback on all courses/faculty (include assessments of content, teaching and learning methods and evaluation methods.)	Define New Standards of Education	1	1.3
Continued development of personal and professional programs for staff and faculty.	Actualize Individual Potential	5	5.3

Appoint a fourth (currently there are three) faculty member to the IDEA Commission on Change and Innovation.	Define New Standards of Education	1	1.3
Enhance recruitment externally.	Actualize Individual Potential	5	5.7
Provide exit interviews for faculty.	Actualize Individual Potential	5	5.1
Establish a Special Needs Program at the Webster Street Campus, including dental services in hospital setting.	Provide Patient Centered Care	2	2.3
Review the outcomes from the Leadership and Teaching programs (CalTEACH) being offered by the Academy of Academic Leadership.	Define New Standards of Education	1	1.2
Develop "demonstration" clinics to evaluate new technologies with imaging capabilities for projecting activity to classrooms in the building and off site.	Discover and Disseminate Knowledge	1	1.4
Wireless access throughout school within one year.	Define New Standards of Education	6	6.3

**Table 4. Assigned**

Action Item	Mission	Strategic Direction	Goal
Implement Business Continuity Plan within three years.	Define New Standards of Education	6	6.4
Develop a Phase II of Business Continuity plan with a budget in place.	Define New Standards of Education	6	6.4
Create permanent section in Articulating Paper, Web, Community agency newsletters, SF Chronicle, etc.	Develop and Promote Policies Addressing the Needs of Society	2	2.1
Place PR materials in Interview Packet and have a larger display in Welcome to Pacific Guidebook sent to students before Matriculation.	Develop and Promote Policies Addressing the Needs of Society	2	2.1
Design and produce a generic professional level portable display for internal and external events for PR and educational purposes. (collaborate with SD #1)	Develop and Promote Policies Addressing the Needs of Society	2	2.1
Engage Marketing and Communication more fully to leverage our current services and activities for additional partnerships and support	Develop and Promote Policies Addressing the Needs of Society	2	2.1
Develop an academic training fellowship program for junior faculty from abroad, and encourage International collaborative schools to send junior faculty to be trained	Define New Standards of Education	1	1.6

in teaching and learning.			
Identify emerging countries and focus on offering services to dental schools in those regions.	Define New Standards of Education	4	4.3

### III. Update of the Implementation Plan for 2009-2010

On Thursday, May 7, 2009, the Implementation Planning Task Force met to discuss the agenda of action items for the remainder of 2009 and extending into 2010. Prior to the meeting, the Task Force reviewed through an online survey 78 outstanding action items. The survey enabled the Task Force to identify 16 priority action items for the next 12 months. During its May 7 meeting, the Task Force considered these 16 items in the context of those actions that are continuing from the 2008 implementation plan along with projected resource requirements. The meeting resulted in six additional action items. They are reflected in Table 5 below.

**Table 5. New Action Items introduced into the Implementation Plan for 2009-2010**

Action Item	Mission	Strategic Direction	Goal
<b>Immediate Action</b>			
1. Evaluate and make recommendations about School of Dentistry involvement, endorsement, and financial support of international oral health programs, e.g., Fiji, Peru, and Philippines.	Develop and Promote Policies Addressing the Needs of Society	2	2.2
<b>High Priority, Low Resource Requirements</b>			
2. Acknowledge and reward faculty that mentor and support student Community projects.	Actualize Individual Potential	2	2.1
3. Explore increasing the School's visibility in the community and the community's partnership with the school through the creation of "caries free" zones.	Develop and Promote Policies Addressing the Needs of Society	2	2.5
<b>High Priority, Moderate Resource Requirements</b>			
4. Explore the possibility of converting under-utilized space into places that will match our plan for future teaching and learning.	Define New Standards of Education	6	6.1
5. Develop more recognition programs for faculty and staff (years of service, outstanding performance, etc.)	Actualize Individual Potential	5	5.4

High Priority, Significant Resource Requirements			
6. Define selection criteria for unifying themes (limited to three themes) biomedical, clinical and translational applications. Note: Must be of interest to Pacific's research community and create distinctiveness in a fundable area of research. Must have clear application for clinical faculty. Subject to periodical review and annual outcomes assessment.	Discover and disseminate knowledge	3	3.1

#### **IV. Next Steps**

The implementation of an ambitious strategic plan has progressed well over the past 12 months. The DC and IPTF identified a number of factors that have fostered the success of implementation, including:

- The willingness of faculty/staff/students to serve on teams;
- Community involvement and shared responsibility for success;
- Openness and transparency of the process;
- Committed implementation leaders;
- The process for setting priorities;
- The collection of multiple goals from a large group of individuals working in teams;
- The process of reducing the goals to a more manageable number and ensuring the selection of goals that were either in progress or highly likely to be successful;
- Worksheets outlining progress due at regular intervals.

Dr. Roy Bergstrom's oversight of the process has facilitated consistent tracking of the numerous action items as task forces addressed them. As expected in a comprehensive strategic plan, a number of action items have been absorbed into the normal operations of the School. Some other items have merged.

Among areas for improvement as the implementation process moves forward, the DC and IPTF noted that the DC should set and keep to deadlines (this year, task forces were asked to submit materials prior to deadlines set earlier in the process), be cognizant of the workload, and expand the scope of the implementation to include even broader participation. In addition, the DC and IPTF noted the need to keep the strategic plan in focus through regular updates, use of the website and other media. Mr. Dan Soine, newly appointed Marketing Communications Director, has identified a number of strategies to improve communication to the School, the University, and beyond about the School's accomplishments as it moves forward with the strategic plan.

At its May 7 meeting, the DC and IPTF identified the need for more frequent formal assessment and updating of the implementation plan. The groups will meet again in six months to assess progress and identify next steps.

## Appendix

### ***Advancing Greatness***



### ***Strategic Plan***

**June 12, 2007**

Strategy is about what our School does, what we want to become, and most important, how we plan to get there. The University of the Pacific, Arthur A. Dugoni School of Dentistry has a rich tradition on which to create a bold and dynamic strategic plan to advance our School to a new level of greatness. Our School has many unique attributes, but among its most distinguishing features are the following:

- Leadership and innovation
- The humanistic model of education
- Clinical excellence
- Three-year curriculum
- Alumni allegiance
- Family-like culture
- Life-long passion for Pacific

These features are central to both the past and future success of the Arthur A. Dugoni School of Dentistry. They are ***distinctive core competencies*** that constitute the “Dugoni Brand.” It is what makes us unique within our University, to the profession and our alumni.

There are many significant issues facing dental education and our School. In choosing those issues that form the structure of the strategic plan, the following questions were carefully considered:

1. In addressing this issue, do we ***advance*** the vision, mission, and values of the Arthur A. Dugoni School of Dentistry and the University of the Pacific?
2. Does this issue provide ***opportunities*** to take the School in new and exceptional directions?
3. If not addressed, does this issue ***threaten*** the future of the School?

4. Do our stakeholders—faculty, students, staff, alumni, patients, and others—consider this issue **important**?
5. Does this issue build on our **distinctive core competencies**?
6. Is there **evidence** that the School should make this issue a priority?

Using these questions as criteria to ascertain the most critical issues facing the Arthur A. Dugoni School of Dentistry, this plan is organized around six strategic directions and 34 goals.

### The Arthur A. Dugoni School of Dentistry

*“Leading the improvement of human health by advancing oral health”*

#### Our Mission is to:

- Prepare oral healthcare providers for scientifically based practice
- Define new standards for education
- Provide patient centered care
- Discover and disseminate knowledge
- Actualize individual potential
- Develop and promote policies addressing the needs of society

#### The Core Values that characterize our School and define our distinctive identity are:

- Humanism—dignity, integrity, and responsibility
- Innovation—willingness to take calculated risks
- Leadership—modeling, inspiring, and mobilizing
- Reflection—using facts and outcomes for continuous improvement
- Stewardship—responsible use and management of resources
- Collaboration—partnering for the common good
- Philanthropy—investing time, talent and assets

### Strategic Directions and Goals

**Strategic directions summarize the major initiatives driving the plan. The goals that correspond to each strategic direction state what the School wishes to accomplish over the next approximately five years.**

Pacific has enjoyed a rich tradition of leadership in teaching and the scholarship of learning. Dental education is experiencing a surge of change globally that focuses on the development of new signature pedagogies and the application of novel educational technologies. The School of Dentistry must continue its leadership as an innovator by developing and implementing opportunities for learners to become outstanding oral healthcare practitioners who are critical thinkers invested in lifelong learning.

**Strategic Direction 1: Lead educational innovation**

**Goals:**

- 1.1 Advance the scholarship of teaching and learning
- 1.2 Develop faculty and staff to lead curricular change
- 1.3 Identify and implement best practices in curricular management
- 1.4 Harness technology to maximize learning
- 1.5 Nurture critical thinkers and lifelong learners
- 1.6 Promote the School's unique identity through the Dugoni brand to become an international leader in educational innovation and professional development

The Arthur A. Dugoni School of Dentistry must become a leader in formulating new and creative ways to face the health care challenges present in the local community, the nation, and the world. The School must not only educate oral health care providers in the delivery of dental services, but also in understanding the importance of oral health to overall health. It is our responsibility to develop professionals committed to improving the health of the public by nurturing future leaders, implementing innovative curricula including service learning, collaborating in private and public partnerships, and enhancing clinical care through cultural understanding and international collaborations.

**Strategic Direction 2: Develop professionals committed to improving the health of all people**

**Goals:**

- 2.1 Develop and enhance leadership skills to address societal needs
- 2.2 Integrate knowledge and experience about public health systems
- 2.3 Integrate oral to systemic health applications throughout the curriculum
- 2.4 Expand opportunities for service learning experiences in community sites
- 2.5 Collaborate with external entities to improve the oral health of the public both nationally and internationally
- 2.6 Enhance patient care and clinical education by increasing cultural understanding

Discovery and dissemination of new knowledge are essential to dental education. Those who are engaged in research and scholarship carry their creativity into the classroom to enhance teaching and learning, and through research opportunities students develop the ingrained habit of critical thinking and life-long learning. Enhancing research at Pacific requires the School of Dentistry to do a select number of things very well, rather than many things with mediocrity. Because one of our most distinguishing features is clinical excellence, we should also be committed to excellence in clinical and applied research. Our research efforts should be a source of pride internally and recognized as both meritorious and significant externally. The School must continue to develop partnerships to achieve and maintain sufficient people, expertise and facilities to build research initiatives.

**Strategic Direction 3: Build focused and valued research initiatives**

**Goals:**

- 3.1 Identify unifying research themes focused on clinical, applied biomedical, educational and community-based research
- 3.2 Establish organizational structures to support research
- 3.3 Obtain resources to initiate and sustain research and scholarship efforts
- 3.4 Integrate discovery into the curriculum
- 3.5 Create collaborations to advance research

Realizing ambitious goals takes initiative and resources. The School of Dentistry, as an organization, possesses special qualities that make us a world leader in dental education. Using our strengths and expertise to provide progressive care for our patients and the professional development of our colleagues world-wide will define our position as a leader in oral health education, and will create new revenue streams to advance our goals.

**Strategic Direction 4: Build upon the School's unique strengths to create and enhance revenue streams**

**Goals:**

- 4.1 Create a professional development center
- 4.2 Develop high end dental service clinics
- 4.3 Utilize the Dugoni Brand to provide educational management services worldwide
- 4.4 Strengthen relationships with alumni and external stakeholders

People are Pacific's greatest asset. The success of the Arthur A. Dugoni School of Dentistry depends on a robust support structure that provides the necessary resources for individuals to develop and succeed. Resources include many things, from finances to opportunities to learn and grow professionally and personally. The development of people is fundamental to keeping them as members of the Pacific family. Pacific will reach new levels of excellence by enriching its culture so that the School of Dentistry continues to be a source of pride and inspiration and a fulfilling place to learn and work.

**Strategic Direction 5: Create a resource rich, supportive and diverse culture to develop, retain, and recruit outstanding individuals**

**Goals:**

- 5.1 Foster two-way communication and collaboration among faculty, students, staff and administration
- 5.2 Increase the diversity of faculty, students, staff, and administration
- 5.3 Provide opportunities to faculty and staff for professional and personal growth
- 5.4 Hold administrators, managers, and department chairs accountable for developing, evaluating, recognizing and promoting staff and faculty
- 5.5 Improve the organizational structure to strengthen operational efficiency
- 5.6 Enhance compensation for faculty and staff

- 5.7 Create a coordinated effort in describing, marketing, and filling all open positions
- 5.8 Develop an innovative recruitment plan geared toward creating future faculty from our current student body

The location of the Arthur A. Dugoni School of Dentistry in one of the world's most beautiful cities creates both challenges and opportunities. The cost of living and working in San Francisco, coupled with the increasing cost of higher education in general, means that the School must be innovative in maximizing its assets to insure its financial vitality. As its infrastructure evolves to meet changing needs, the School must renovate and build state-of-the-art multi-use facilities. Operational efficiency might also involve using additional facilities, both within and outside the city. Everything that the School of Dentistry does is affected by technology. Because technological advancements also come with increasing costs, the School must utilize its existing technology resources to their fullest. Emerging applications mean that the School must invest wisely in new technologies to improve education, research, patient care, and ways in which the members of the Pacific team work together.

#### **Strategic Direction 6: Optimize our facility assets and technology investments**

##### **Goals:**

- 6.1 Design contemporary, flexible facilities
- 6.2 Leverage the value of real estate assets
- 6.3 Improve the application of information technology
- 6.4 Explore the possibility of updated or additional facilities to enhance operational efficiency
- 6.5 Create the infrastructure to ensure business continuity in emergency situations