

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 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