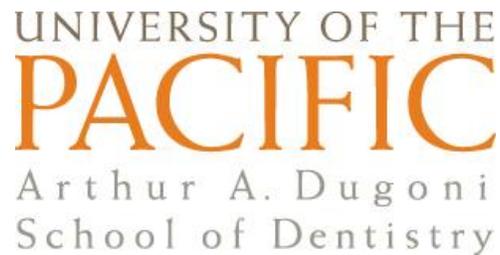


## ***Building Our Future, Embracing Our Legacy***



### ***Strategic Plan***

#### ***Update***

**February 6<sup>th</sup>, 2013**

Strategy describes what our School does, what we aspire to become, and most importantly, how we plan to get there. The University of the Pacific, Arthur A. Dugoni School of Dentistry has a tradition of developing bold and dynamic strategic plans to advance the School to new levels of achievement. The School developed its most recent strategic plan, *Advancing Greatness*, in 2007 and continues to implement action steps developed from that plan today.

Together we have accomplished an ambitious number of goals from our plan. Implementation of the Pacific Dental Helix Curriculum; implementation of the private practice clinic model; local and global outreach to promote education, policy, and service; research initiatives; professional development opportunities; and recognition of the need for new clinics and learning environments are all examples of the plan's progress and impact on the School. Based on recent feedback from the School community, this strategic update honors initiatives that have been completed, remaining priorities, and new challenges and opportunities before us.

Updates build on the 2007 strategic plan, developed through broad-based participation of students, staff and faculty. It responds to changes in today's internal and external environments and looks ahead to shape our future. The School has a rich legacy of outstanding teaching, learning, discovery and patient care, which we should continue to embrace, while encouraging new ways to support a distinctive, rewarding and caring culture.

Pacific Dugoni School of Dentistry strives to be a global leader in dental innovation. With our new location at the epicenter of growth in San Francisco, one of the innovation capitals of the world, we will have many more opportunities to realize this goal. We will be in a hub of higher education, and we will partner with these other like institutions to create an environment of innovation, dynamism, and global diversity. Our new, modern, technologically advanced building will support this, and will support the Group Practice model and small group seminars that are

our teaching models. The location of the new building downtown at the nexus of transportation will also improve access to the School for patients, students and faculty. The Dugoni Culture of Humanism and our culturally diverse student body and faculty will also help foster our global brand of dental education.

Our Strategic Plan is tied closely to the University of the Pacific plan, "Pacific 2020". We also are focused on Accreditation by CODA in 2014, and the Strategic Plan is aligned with this goal as well.

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
- Philanthropy
- 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. These core competencies also blend nicely with our parent institution in that they help us provide a superior, student-centered learning experience that prepares individuals for lasting achievement and responsible leadership in their profession and their community.

This updated plan continues to recognize the following vision, mission and core values identified in the last plan.

### **The Arthur A. Dugoni School of Dentistry**

**Our Vision:** *"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 updated strategic plan organizes its strategic directions to coincide with the School's six-part Mission. The goals that correspond to each strategic direction state what the institution wishes to accomplish in the next three to five years. Each of these goal statements will be further defined by specific action steps in an implementation plan. With this strategic plan as a blueprint, we aspire that the entire Dugoni community will contribute to building the School's future.

### **Strategic Direction 1: Prepare Oral Healthcare Providers for Scientifically Based Practice**

The United States population is predicted to grow by one hundred million over the next forty years. Evolving population demographics will require practitioners to be prepared for a changing interprofessional healthcare model and accelerating pace of new discoveries and technologies. The Dugoni 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 and advancing the understanding of the oral-systemic connections. Our graduates must be actively involved as key leaders in the healthcare team.

Goals:

#### 1.1 Develop evidence based decision making and critical thinking across the curriculum

*Metrics include the following:*

- *Use of case presentations*
- *Competency examination in which students are challenged to reason aloud*
- *Self-assessment exercises*
- *Health sciences reasoning tests*
- *Evaluation of scientific publications (literature reviews) that are presented by students*
- *Reflective essays*
- *Discussion of clinical outcomes*
- *Integration of biomedical science in clinical teaching*
- *Number of Number of courses that reinforce the PICO mode (patient problem or population; intervention; comparison; outcomes)*
- *students participating in TOUCH Seminars*

#### 1.2 Calibrate and cross train faculty across behavioral, biomedical and clinical sciences

*Metrics include the following:*

- *Attendance at cross-training seminars*
- *Attendance at evaluation/feedback sessions*
- *Formal assessment (exams and portfolios) of faculty*

- *Integration/collaboration score of seminars and other activities*
- *Student feedback about effectiveness*
- *Number of faculty who receive cross-training and calibration*
- *Involvement of biomedical faculty in clinical education*

### 1.3 Increase interprofessional collaborative opportunities

*Metrics include the following:*

- *List of new collaborations (number of) outside of the School*
- *List of collaborations with other units in Pacific*
- *Number of people who participate in IP*
- *Participation growth in Excellence Day*
- *Interprofessional publications*
- *Number of CE courses*
- *Professions represented in CE courses*
- *Collaborative research grants submitted*
- *Collaborative research grants awarded*

## **Strategic Direction 2: Define new standards for education**

Building on a history of humanistic, innovative teaching and learning, we must create graduates and leaders capable of shaping the environment, in which we teach, learn, think, practice, and serve - both locally and globally.

New educational approaches, technologies, and facilities will be leveraged to create an effective, efficient, state of the art learning environment. We strive to support and inspire a community of relentless learners whose capacity for discovery, integration, application, assessment and continual improvement is limitless.

Goals:

### 2.1 Develop and utilize multiple assessment and self-assessment methodologies

*Metrics include the following:*

- *Number and type of assessments*
- *Performance on electronic portfolios*
- *Performance on self-assessment of preclinical and clinical competencies*
- *Number and type of faculty development programs for faculty who design assessments*

### 2.2 Strengthen resources for faculty and staff in developing and leading a contemporary learning environment

*Metrics include the following:*

- *Number of self-assessment training programs*
- *Evaluation of programs*
- *Pre-and post-tests of development activities (e.g., calibration)*

- *Budget allocation from the School*
- *Time devoted to development*
- *Number and type of opportunities*
- *Use of technology in development (budget; use of time; type of technology incorporated)*

### 2.3 Explore alternative educational pathways to a degree

*Metrics include the following:*

- *Number of students in “2 + 3” programs*
- *Number of students in “3 + 3” programs*
- *Number of faculty degrees*
- *Number of staff receiving degrees*
- *Interest level of faculty and staff in acquiring advanced degrees*
- *Number of applicants to IDS program*
- *Resources spent on global profile of Pacific for IDS*
- *Number of asynchronous learning opportunities*
- *Participants in asynchronous learning*
- *Number of dual degree programs*
- *Participants in dual degree programs*
- *Number of students in accelerated dental hygiene program*
- *Number of dental hygiene students that enter the DDS program from both the conventional hygiene program and the accelerated hygiene program.*

## **Strategic Direction 3: Provide Patient Centered Care**

In order to become an innovator and leader in patient care, the Dugoni School must adhere to a respectful and inclusive perspective of the patients’ needs. This recognizes the value of preventive measures and oral systemic connections. In order to accomplish this undertaking, we aspire to implement private practice principles that include team building, enriching patient experience, and increasing business acumen.

Goals:

### 3.1 Define our vision of a private practice model

*Metrics include the following:*

- *A clearly articulated description of the Dugoni Private Practice Model*
- *Patient-satisfaction surveys/data*
- *Resources associated with team building*
- *Number and time spent (dental hygiene and dental assisting students) working with dental students*
- *Participation in School retreats*
- *Participation in community outreach*
- *Participation in huddles*
- *Utilization of new building space to foster Private Practice Model*

### 3.2 Deliver state-of-the-art patient care

*Metrics include the following:*

- *Clearly defined protocols for state-of-the-art patient care*
- *Measurement of ratio of patient care activity and the state of the art activity/care a percentage*
- *Patient satisfaction surveys*
- *Use of state of the art technology in patient care*
- *Outside evaluation of patient care*
- *Patients' involvement/utilization of technology*

### 3.3 Provide outstanding patient experiences

*Metrics include the following:*

- *Patient satisfaction surveys*
- *Clear definition of "outstanding patient services"*
- *Quality reviews*
- *Patient ombudsman (appointment of and engagement of)*
- *Training of faculty and staff on patient services*
- *Patient referrals*

## **Strategic Direction 4: Discover and disseminate knowledge**

Discovery and dissemination of new knowledge is essential to dental education. Those who are engaged in scholarship carry their creativity into the classroom to enhance teaching and learning and develop students into sophisticated consumers of science. We have new well-equipped facilities for laboratory and clinical research, located in an area rich with powerful research institutions. Our scholarship efforts should be a source of pride internally and recognized as both meritorious and significant externally.

Goals:

### 4.1 Implement and model a perspective of discovery and evidence-based practice

*Metrics include the following:*

- *Health sciences reasoning tests*
- *Literature reviews that are presented by students*
- *Number of competencies using EBD*
- *Number of changes to clinical protocols based on evidence and discovery*
- *Student reflection on patient care (oral presentations)*
- *Number of faculty taking CE*
- *Number of faculty providing CE*
- *Number of faculty mentoring student research projects*
- *Number of faculty participating in research projects*

- *Number of special guest lectures and formal programs devoted to EBD and discovery of new knowledge*

#### 4.2 Integrate the discovery of knowledge into student learning.

*Metrics include the following:*

- *Discussion of clinical outcomes*
- *Student-case presentations: Number and performance of literature reviews and research projects*
- *Discussion of clinical outcomes*
- *Performance on case presentations*
- *Number of students participating in Excellence Day*
- *Course content changes based on new evidence*

#### 4.3 Provide faculty, students, and residents with opportunities and support for scholarship

*Metrics include the following:*

- *Number of scholarship days provided to faculty*
- *School-provided research funding*
- *Number of opportunities for students participating in faculty-mentored research projects*
- *Number of student research publications and presentations*
- *Opportunities and participation in CE and professional meetings*
- *Number of abstracts, articles and posters*
- *Research grants received*
- *Number of students participating in Excellence Day*

#### 4.4 Engage the community and develop the infrastructure to build focused research initiatives

*Metrics include the following:*

- *Number of dedicated research faculty*
- *Number of faculty engaged in research*
- *Number of projects utilizing research facilities*
- *Number and type of internal collaborations*
- *Number of external collaborations*

### **Strategic Direction 5: Actualize individual potential**

Pacific aims to be an inspiring place to learn and work. People are our greatest asset and we support activities for our people to learn and grow both professionally and personally. Diversity makes us strong and we respect and value everyone's contribution to our success as a School.

## Goals:

### 5.1 Foster an environment that invests in professional development for the entire School community

*Metrics include the following:*

- *From 4.3*
  - *Number of Scholarship days provided to faculty*
  - *School-provided research funding*
  - *Number of opportunities for students to conduct research (articles and posters)*
  - *Opportunities and participation in CE and professional meetings*
  - *Number of abstracts, articles and posters*
  - *Research grants awarded*
- *Time/opportunities provided*
- *Resources dedicated to professional development*
- *Number of people promoted or advanced in their career (in or outside of School)*
- *Number of people who participate in professional development*

### 5.2 Promote recognition for faculty and staff

*Metrics include the following:*

- *Number of awards*
- *Frequency of recognition*

### 5.3 Create efficiency in the educational support system to maximize our human resource talent and diverse skills of all employees

*Metrics include the following:*

- *From Metrics 5.2*
  - *Number of awards*
  - *Frequency of recognition*
- *Number of faculty and staff who are cross-trained*
- *Cross-training opportunities provided*
- *Opportunities for staff in education mission*
- *Staff participation in education mission*
- *New roles created for staff*

## **Strategic Direction 6: Develop and promote policies addressing the needs of society**

The Dugoni School is committed to improving the health of all people in the community. We are a leader in formulating new and creative ways to face health care challenges present today and into the future. In providing care to patients from all walks of life, our graduates are prepared to address the needs of a culturally and economically diverse society. We support community

involvement in many forms, and encourage students, faculty and staff to participate in outreach activities that benefit others.

Goals:

#### 6.1 Evaluate and explore community health partnerships

*Metrics include the following:*

- *Number of community health partnerships*
- *Evaluation of educational value of CHPs*
- *Number of new CHPs*
- *Number of discontinued CHPs*
- *Referrals from CHPs*
- *Number of neighborhood partnerships (in new location)*
- *Time, resources, and engagement with external organizations*

#### 6.2 Promote local and global community involvement

*Metrics include the following:*

- *Number of students and faculty participating in these opportunities*
- *Resources spent*
- *List of involvements*
- *Assessment of the level of involvement*
- *MOUs and contracts with global community (e.g., other foreign dental schools)*
- *IFDEA—involvement with international organizations*

#### 6.3 Engage the Dugoni School community in examining and influencing healthcare policy

*Metrics include the following:*

- *Participation of faculty and students in national organizations (e.g., ADA, ADEA, ASDA, etc.)*
- *Number of promotional efforts and other public documents: articles, presentations, posters, abstracts*
- *Involvement of local and state political leaders at Dugoni (e.g., presentations)*