

# Strategic Plan

*Transforming the future of oral health education*



**October 1, 2018**

UNIVERSITY OF THE  
**PACIFIC**  
Arthur A. Dugoni  
School of Dentistry

## VISION

Improving health and wellness through innovation in programs, partnerships, and people.

The University of the Pacific Arthur A. Dugoni School of Dentistry is an innovative and renowned leader in health and wellness. As a leader, it prepares healthcare providers for current, future and evolving practice models. The Dugoni School integrates inter-professional education with patient care, keeping humanism at its core. The school educates beginning and established healthcare professionals for an array of career paths.

Signature partnerships support the Dugoni School's programs and enhance health, education, research, and service. Partnerships reduce tuition dependence and create opportunities for students, faculty, and staff development.

Powered by its people, the Dugoni School sets the standard for humanistic education and leadership that serve the needs of its students, patients, alumni, the organized profession, and the public.

## PURPOSE

Our purpose is to help people lead healthy lives.

We grow and inspire a diverse community of learners through our humanistic culture. Building on a distinguished tradition, we provide exceptional education; offer personalized quality patient care; support collaborative research; and foster commitment to service.

## HUMANISTIC COMMITMENTS

We commit to the following values to support the defining characteristic of our educational model - **Humanism**. By accentuating the positive, setting high standards and respecting the individual we provide the best possible learning, working and health care environment for every member of our community.

- Courage—willing to take risks, doing what is right not easy
- Empowerment—supporting and inspiring individuals to fulfill their potential
- Excellence—achieving the highest quality in all that we do
- Innovation—imagining and applying bold, creative approaches
- Integrity—exemplifying the highest personal and professional ethical principles
- Leadership—inspiring through vision and challenging others to effect positive change

## STRATEGIC PRIORITIES, GOALS and OBJECTIVES

This strategic plan is a living document.

The objectives here span an 18-month timeline and they will inform currently advancing and future long-term objectives. The plan will be modified and made available to all as we accomplish objectives and are ready to move forward with additional objectives.

Note that the long-term objectives, outcomes and strategies identified during the planning process have been maintained and will be provided to implementation groups for reference.



## STRATEGIC PRIORITY 1

### IMPROVING EXPERIENCES AND OUTCOMES WHILE LOWERING THE COSTS OF HEALTHCARE EDUCATION

The Dugoni School will address rising tuition and cost-of-living expenses by increasing sources of income beyond tuition while improving the curriculum, utilizing our facilities and resources to the fullest, and enhancing the humanistic, healthcare and educational experiences for which the school is well known.

#### Goal 1.1 Decrease the cost of education

##### Metrics

Endowment earnings, as a percentage of overall budget, and per DDS equivalent

Tuition and fees per year tracking against the cost of living, inflation

Cost comparison to our peers

##### Objectives

- 1.1.1 Align clinical staff and faculty to meet changing needs.
- 1.1.2 Identify and implement two tuition-sparing building use strategies.
- 1.1.3 Increase enrollment by two International Dental Students seats, without hiring additional employees.
- 1.1.4 Create a consortium of California dental schools to increase third-party reimbursements.
- 1.1.5 Increase endowments from alumni and friends to three million dollars per year and double to six million dollars with Powell Match (1 to 1).

#### Goal 1.2 Improve clinical and educational experiences and outcomes

##### Metrics

Metrics of the Triple Aim: Improved experiences (patient and provider), clinical and health outcomes and lower costs

##### Objectives

- 1.2.1 Re-form a diverse Facilities Committee and identify a dedicated facilities administrator.
- 1.2.2 Expand utilization of data analytics and surveys to assess patient care outcomes.
- 1.2.3 Expand utilization of data analytics and surveys to assess educational outcomes.



## STRATEGIC PRIORITY 2

### PREPARE CONFIDENT, COMPETENT ORAL HEALTHCARE PROVIDERS FOR CURRENT AND FUTURE PRACTICE MODELS

As practice models and demands evolve, the Dugoni School will also evolve and innovate to graduate confident, competent oral healthcare practitioners, leaders, and life-long learners. They will be prepared for new technology, inter- and cross-professional collaborative practice with allied healthcare teams and a more rigorous business environment for traditional private practice dentistry. Understanding systems of care; quality assurance, assessment, and improvement measures; healthcare economics and funding mechanisms; and legal and ethical standards of care across all clinical environments are critical.

#### Goal 2.1 Prepare future graduates for lifelong success in a rapidly evolving health and science landscape

##### Metrics

- Three year and 5 year and longer alumni survey
- Survey of program directors re: readiness of our grads
- ADEA SDSS feeling about their business foundation

##### Objectives

- 2.1.1 Implement curricular reform to support competency-based, integrated, customized and contemporary learning experiences to develop knowledge, skills, behaviors, evidence-based approaches and technical literacies.
- 2.1.2 Grow inter-professional learning opportunities to support readiness for practice in integrated health systems.
- 2.1.3 Create a student-led honor code and Student Ethics Committee.

#### Goal 2.2 Implement processes for student selection that raise overall student potential for success and increases diversity

##### Metrics

- GPA and clinical benchmarks and averages for graduating classes, behavioral benchmarks/surveys, critical thinking
- Correlate matriculation and educational outcomes of high-achieving students and those with limited success
- Identification and interventions in place to ensure success (academic advisory performance review and intervention)
- Social and emotional intelligence as a factor of selection

##### Objectives

- 2.2.1 Re-evaluate pre-requisites for admission.
- 2.2.2 Develop standards for interviewing applicants that better evaluate soft skills.
- 2.2.3 Enhance presentation of financial planning considerations and financing options for candidates.
- 2.2.4 Correlate matriculation and educational outcomes of high-achieving students.



## **Goal 2.3 Personalize learning to improve student success**

### **Metrics**

PIP project data and consider student approach to their project

SAPPC identification of at risk students and proposes a personalized remediation and what are the outcomes

Three year and 5 year and longer alumni survey

### **Objectives**

2.3.1 Build upon and expand core curriculum and create new opportunities for personalized learning.

2.3.2 Enhance self-care curricular content for students.



## STRATEGIC PRIORITY 3

### EMBRACE ADVANCES IN MEDICINE AND DENTISTRY TO CREATE A DYNAMIC AND VISIONARY CURRICULUM

The Dugoni School is committed to innovative curricular changes that reflect advances in medicine, technology, and real-world public health perspectives; and to providing students a deep clinical experience. Our curriculum will be increasingly interdisciplinary and inter-professional; provide active learning, clinical experiences and rotations; and be flexible in its length, specializations, and accessibility.

#### **Goal 3.1 Graduate oral health professionals who possess a strong medical and dental knowledge base**

##### **Metrics**

Measuring EPAs (Entrustable Professional Activities)

Successful passage of CBSE, USMLE and/or ADAT

Track number of courses, seminars and extramural experiences in integrated medical learning

##### **Objectives**

3.1.1 Enhance integrated, comprehensive oral-systemic content in all aspects of the curriculum.

#### **Goal 3.2 Collect, analyze, and apply data to improve clinical and health outcomes**

##### **Metrics**

Benchmarks for CQA measures

Number of interventions needed as identified from outcomes data and number of completed interventions

Value based assessments (specific oral and medical health)

##### **Objectives**

3.2.1 Develop capacity to utilize analytics to effectively inform clinical care, research, teaching and learning.

#### **Goal 3.3 Embrace, evaluate, and incorporate emerging technology**

##### **Metrics**

Number of courses/labs/seminars/procedures that include emerging technology

Number of partnerships/relationships with allied/biotech/tech

Competence assessment for students and faculty with new technology

Cost implications of enhanced technology utilization

##### **Objectives**

3.3.1 Enhance our technology to enrich teaching, learning and patient care.



## STRATEGIC PRIORITY 4

### RETAIN, RECRUIT, SUPPORT, AND DEVELOP DIVERSE FACULTY AND STAFF WITH DEMONSTRATED EXPERTISE TO IMPROVE CLINICAL OUTCOMES AND STUDENT EDUCATION

The Dugoni School is committed to recruiting and retaining diverse faculty and staff who model the highest levels of integrity. We provide an environment where faculty and staff engage in professional development, realize personal satisfaction and growth, and are empowered to achieve their full potential. This environment draws faculty and staff leaders with proven excellence in education, research, and technology who will in turn enable and empower our students to reach their highest potential.

#### **Goal 4.1 Develop and increase opportunities for scholarship, research, and career advancement for faculty and staff**

##### **Metrics**

Impact of scholarship (number of citations, social media presence, etc.);

Number of scholarly presentations and publications annually

Track 3-5 year cycle of succession, internal and external promotion, or advancement compared to number of participants in career and leadership development

##### **Objectives**

- 4.1.1 Evaluate annually and consistently full-time and part-time faculty and staff to provide feedback, mentorship and development.
- 4.1.2 Incentivize and empower faculty and staff to improve work performance and efficiency.

#### **Goal 4.2 Recruit excellent and diverse faculty and staff to support our educational goals.**

##### **Metrics**

Demographics of staff and faculty diversity

Salary Competitiveness

Faculty promotion and tenure yield

##### **Objectives**

- 4.2.1 Create and implement a broad inclusive recruitment and succession plan to meet current and evolving educational goals.
- 4.2.2 Hold Department Chairs and managers accountable to remediate or replace underperforming faculty and staff.



## STRATEGIC PRIORITY 5

### EXPAND THE ROLE OF THE DUGONI SCHOOL AS A COMMUNITY PARTNER IN HEALTH AND WELLNESS

The Dugoni School will continue to advance existing outreach programs and seek to create new humanistic, innovative and empowering service-learning opportunities that will improve health and wellness in the Bay Area. We do this in partnership with alumni and a broad base of community partners from health care, technology, government and the private sector. Opportunities to pursue dual-degrees, including non-clinical disciplines such as health systems management, business education, health policy and administration will enable our graduates to succeed and lead in a rapidly changing healthcare environment. The Dugoni School will support and develop faculty, students, staff, and alumni who courageously seek to shape health policy.

#### **Goal 5.1 Create new educational programs that address emerging opportunities in oral health care**

##### **Metrics**

Variety of partnerships or experiences

Financial stability and indirect expenses

Enrollment demand of applicants

##### **Objectives**

5.1.1 Develop feasibility studies for new stand-alone or dual-degree programs.

#### **Goal 5.2 Identify and serve unmet oral healthcare needs in our community**

##### **Metrics**

Number of dental school extramural sites and student spots serving underserved areas or populations

Outreach participation (number or percent) by students and faculty

Number of new or different populations served at the school and extramural sites

##### **Objectives**

5.2.1 Formalize new partnerships with other healthcare and educational institutions (e.g., Stanford, Kaiser, Primary Health Care Association, USF School of Nursing).

5.2.2 Host an annual Community Partners Day.

5.2.3 Plan for feasibility and potential impact of additional residencies.



**Goal 5.3 Maximize our existing community-related programs to enhance our educational program and increase access to care**

**Metrics**

Number of clinical or enrichment opportunities for students (rotation spots)

Number of opportunities for DDS collaboration with allied health professionals

Utilization of services offered through special programs

Increased partnerships

**Objectives**

- 5.3.1 Identify existing or additional resources available or needed to leverage and enhance the following: AEGD, Hospital Dentistry, SCOPE, Special Care Clinic and Virtual Dental Home.

**Goal 5.4 Raise awareness about what the Dugoni School offers as a part of the healthcare community**

**Metrics**

Frequency of presence on local tv, radio, street banners

Patient visits tracked post PR campaign including survey of how new pts heard of Pacific

Number of external collaborative efforts

Fundraising impact post PR campaign, including grants

**Objectives**

- 5.4.1 Create and administer a constituent survey—how are we viewed as an employer, as a school, as a health care provider, as a community partner and evaluate if “School of Dentistry” communicates adequately who we are and what we do.
- 5.4.2 Seek funding and support to create an innovative public service message that will reinforce the Dugoni School as a leader and collaborator in oral health care and education.

