

2008-2013 Strategic Plan



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Message from the Dean

The UCLA School of Dentistry was established in 1964 primarily to provide California students with opportunities to learn the art and science of modern dentistry in the context of a major medical center within the rapidly developing Los Angeles metropolitan area. The School of Dentistry's strengths in education, research, patient care, and service developed from an early, sophisticated interdisciplinary approach to problem-solving oral and craniofacial diseases so that today the school is a distinguished member of the small group of dental schools housed in research universities that are shaping the world through leadership in education, research and their impact on society. As the school enters its fifth decade, we must continue to build upon our fundamental strengths and expand our horizons as opportunities arise.

Toward that end, I am pleased to present the 2008-2013 Strategic Plan for the UCLA School of Dentistry. Every five years, school administration and faculty members collaborate to produce a five-year course of action that identifies goals and sets strategies to best facilitate the accomplishment of our mission: to improve the oral health of the people of California, the nation and the world. Indisputably, the school's mission can be accomplished in innumerable ways. In creating the 2008-2013 Plan, we considered our longstanding core values (see page 3) as well as the school's current position to formulate a pathway for the school to follow to fulfill its mission and move us toward our envisioned future (see page 4).

To focus on the school's highest priorities and facilitate their attainment, the strategic plan purposely does not include all goals and objectives from every unit in the school,

which are continuously developing and expanding under the guidance of faculty and administration. Instead, major priorities with universal resonance and interrelation have been identified. To fully realize our mission, we cannot limit our strategic foci to internal concerns; we must also focus on the welfare of others and our institution's commitment to improve the health of the state, nation and world. Through our education, research and service programs, the school interacts daily with constituencies beyond the campus. Our activities have impact and value that improve the quality of global health.

Dental education institutions will be challenged to meet the oral health needs of society in the 21st Century. The UCLA School of Dentistry must be positioned to accept this responsibility so that we can continue to lead advances in educational and technological innovation, scientific discovery, and societal information transfer by fostering an atmosphere of intellectual creativity, service, and entrepreneurship. We will continue to focus our attention and resources where we can achieve excellence and comparative advantage in achieving our mission.

It is important that faculty, staff and students can articulate and advance the highest priorities of this strategic plan (our goals as described below) in order to move forward cohesively in what are anticipated to be financially challenging times. I encourage everyone to read this document thoroughly, and consider thoughtfully how we can make progress toward our envisioned future.



No-Hee Park, DMD, PhD

Mission Statement

At the UCLA School of Dentistry, our mission is:

To improve the oral health of the people of California, the nation and the world.

To accomplish this, the school will:

- serve our students and trainees by demonstrating the value of a commitment to quality, ethical behavior, problem-solving, mutual respect, and leadership (education);
- serve our patients by offering them accessible, high quality, patient-centered clinical programs (patient care);
- serve society by establishing research programs that generate new knowledge, promote oral health, and investigate the cause, prevention, diagnosis and treatment of oral disease (research); and
- serve the community and state as a health care provider, collaborative partner, continuing education center, and academic resource (service).

The mission's four domains—education, patient care, research, and service—are by design and action interrelated and synergistic.

Core Values

The UCLA School of Dentistry holds the following core values:

- **Advancement of knowledge.** The school values as one of its primary missions its responsibility to contribute to the advancement of knowledge of the basic mechanisms, diagnoses, management and treatment of oral and craniofacial diseases.
- **Diversity.** The school prizes the gender and ethnic diversity of its faculty, staff, students and patients as part of its basic responsibility to the people of the State of California and the country as a whole.
- **Excellence.** The school seeks at all times to attain and retain the highest quality professional faculty available and to maintain premier programs in each of its academic and clinical disciplines.
- **Quality care and service.** At all times, the faculty, staff and students advocate the provision of the highest quality care and service within our capabilities to all who seek attention for their oral health needs.
- **Ethics and collegiality.** The school values faculty, staff and students of the highest ethics working together in an atmosphere of cordiality and collegiality.
- **Internationalism.** The school values the international reputation of excellence it has generated since its inception and seeks not only to maintain it but to continually improve upon it.
- **Lifelong learning.** The school highly prizes its duty to provide a venue and resource for the dissemination of the ongoing advancements in knowledge for those who recognize their duty to continually elevate their level of professional services.

Envisioned Future

During the period 2008-2013, the school seeks to fulfill its mission such that we realize the following vision of the future:

- The UCLA School of Dentistry is to be the world leader in dental education. We will earn our reputation through exemplary and innovative learning, research, patient care, and public service programs.
- The school will provide a learning experience of deep and abiding value designed to yield leaders in dental education, research, the profession and the community.
- The school will build upon its position within a major research university to operate a research program that creates and translates new knowledge and advances the standard of patient care.
- The school will become the trusted oral health resource of the communities of Los Angeles, operating innovative and high-quality patient care programs that will serve as models for improving oral health throughout the state and the nation and around the world.
- The school will operate a financially sound and stable organization that attracts the highest quality students, staff and faculty and supports the successful continuation of its endeavors well into the future.

Goal 1

Offer an education of exceptional value. Demonstrate, by innovation and action, the benefits and lifelong value of the UCLA School of Dentistry learning experience. Our students and residents will become broadly educated and humanistic dentists, teachers, scientists, leaders, and citizens of the world who will have a significant impact on their professions and communities.

The school has historically provided an exceptional educational experience, including intensive skills instruction, a focus on decision-making and problem-solving, and opportunities for research and advanced training. As part of our teaching mission, we see that it is our responsibility to: help our students and trainees develop the ability to think independently and critically; seek evidence upon which to base clinical decisions; instill the importance of lifelong learning; and provide the foundation to continue to grow professionally. As future leaders, our students must have courage to act, be sensitive to the needs of others, understand and value diversity, and honor the responsibilities that come with possessing specialized knowledge.

The setting of the school amid the resources of this prestigious university allows for unique educational and cultural opportunities and facilitates collaborations with myriad UCLA units and investigators.

Strategies in support of Goal 1 can include but are not limited to the following:

- Unveil and implement a new predoctoral curriculum designed with the inherent flexibility to allow students to pursue research, teaching and other leadership activities.
- Continue to recruit academically strong and diverse students and postgraduate trainees.
- Expand and/or enhance current predoctoral professional development programs, including the Dean's Leadership Institute, teaching apprenticeships, and research opportunities.
- Extend professional development programs to include postgraduate trainees and oral biology graduate students.
- Prepare our students and residents to function in an information-based society.
- Foster personal and professional integrity and ethical development.
- Explore additional international opportunities for students and residents.
- Expand the sources and amount of scholarship support.
- Continue to grow our CE program to benefit our faculty's professional growth and development and to reach additional audiences worldwide.
- Market our values to communities of interest.
- Continue and enhance partnerships with other professional schools and units on campus.

For a list of suggested methods of reporting and measuring progress toward Goal 1, turn to the ***Measuring our Progress*** section of this document.

Goal 2

Lead the field of 21st Century oral health research. Lead in defining the national and international research agenda by leveraging our strengths and maximizing opportunities to contribute to scientific understanding and technological advances. Ensure that the benefits of our research experience translate to the public at large and help educate the next generation of dentists, scientists, teachers, and leaders.

The School of Dentistry has established itself as a premier research institution. We operate in a world of rapid change and assume a leadership role in defining future research directions. We leverage knowledge and expertise within the school as well as with our collaborators to seek new opportunities for exploration. In a dental school, the domains of research and clinical activities are balanced to provide students with an evidence base for their activities and the opportunity to witness the translation of research knowledge to benefit patients. It is of great importance that we seek to integrate research and clinical activities to foster graduates who become the next generation of academic dentists and lifelong learners.

Strategies in support of Goal 2 can include but are not limited to the following:

- Systematically evaluate and improve our research infrastructure, including facilities, equipment, and networks to support research.
- Continue to focus and build upon core areas of research.
- Increase usable research space.
- Recruit a “magnet investigator” to enhance the clinical research program and engage clinical faculty in this type of research.
- Increase “research-able” (ladder-rank) faculty by 5 (without necessarily relying on additional FTEs).
- Create an annual Research Day to foster interest in research, highlight faculty and student research accomplishments, and facilitate student-faculty mentor relationships.
- By 2013, become one of the top three dental schools in the nation in terms of federal funding by investing in high-yield, high-impact activities.

For a list of suggested methods of reporting and measuring progress toward Goal 2, turn to the ***Measuring our Progress*** section of this document.

Goal 3a

Serve as a resource for the local community. Use our strengths, in collaboration with other U.S. institutions, to advance educational, economic, social, and cultural opportunities for all citizens.

The School of Dentistry has significantly benefited from our relationship with the people and institutions of Los Angeles and our success is integrally tied to the success of this diverse city. Our ability to attract and retain the best faculty, staff and students is dependent on the educational, economic, cultural and social vitality of our Los Angeles community. The school achieves success by helping to advance the local community.

The school has a long record of service to the community and has been engaged in providing access to care for underserved populations as well as engaging these populations in dentistry pipeline programs. To become the point of reference for addressing needs in the communities of Los Angeles, we must position UCLA faculty as dental experts who serve as a valuable resource to the community, and position the school's many clinical and community service activities on the front lines of meeting the oral health needs of our region. Our goal is to be looked upon as the leader in bringing issues of oral health to the forefront and addressing community health concerns. Wherever possible, we should strive to bring our research advancements into the clinical setting here in our own community and then expand them state- and nationwide.

At the time of the development of this strategic plan, we face yet another budgetary crisis in California. In order to maintain the value of our education, we can no longer wait passively for the inevitable financial consequences of these cyclical crises to reach the school. One solution to the financial threat is likely to require political action. Faculty and administration need to develop means to place advocates in positions of influence on state and national committees.

Strategies in support of Goal 3a can include but are not limited to the following:

- Centrally track (database) our public policy and clinical activities in the community.
- Advise Los Angeles communities proactively, via public information campaigns, that we serve as a resource for policy leadership and strategic planning in dentistry.
- Participate in the Chancellor's initiative on Los Angeles.
- Establish lifelong connections between the School and our alumni in order to serve as a resource for career development, intellectual growth and professional support.
- Establish a Faculty Leadership Council to work with the government, alumni and community relations offices in order to strategically nominate faculty to serve on critical local (e.g., Academic Senate), state and national committees (e.g., CDA, ADA, ADEA, AADR) to provide leadership on important issues and to promote our programs.
- Provide cutting-edge primary and specialty patient care to support clinicians in the community.

Goal 3b

Serve as an opinion leader on the national and international stages. Selectively expand our international impact on a global basis by building on existing strengths in order to seek mutually beneficial research and educational opportunities, academic talent and financial resources.

In achieving its status as a premier research institution, the School of Dentistry has pursued selected national and international initiatives. These include: global recruitment of faculty and students, national and international faculty research collaborations, institutional alliances, student exchange programs, continuing education programs and technology transfer. As the school seeks to increase its prominence, we must expand our activities and perspectives. This expansion is essential given the rapid progress of worldwide information connectivity, growing international economic integration, and the increasing degree to which educational institutions view their environments as global.

Strategies in support of Goal 3b can include but are not limited to the following:

- Identify high-opportunity geographical areas that relate well to our strengths and develop strategic partnerships in these areas with universities, industries and governments.
- Continue to financially support faculty and student presentations that give us national and international exposure.
- Select a representative for the Global Network in Dental Education.
- Expand international educational experiences for our students so that our graduates can gain a sense of the global society.
- Market opportunities for foreign-trained dentists and researchers.
- Develop CE programs that we deliver globally.
- Fully engage in the UC Global Health Initiative when announced.

For a list of suggested methods of reporting and measuring progress toward Goals 3a and 3b, turn to the ***Measuring our Progress*** section of this document.

Goal 4

Provide an amazing place to work. Demonstrate to current and potential faculty and staff that the UCLA School of Dentistry is an ideal work environment for professional growth and development, and that the interactions in this humanistic, multicultural community are based upon mutual respect and collegiality.

The people of UCLA are its greatest asset. The collective accomplishments of the School of Dentistry's students, faculty, staff and alumni will ultimately determine our ability to realize our vision of being regarded as a leader among dental schools. We must ensure an environment that promotes individual and community success. This environment should challenge and enable all our members to reach their fullest potential. A diversity of talents, perspectives and experiences is essential to intellectual strength. We value an inclusive, compassionate and ethical community. The challenge of new ideas, energies and vigorous debate generates new fields of inquiry, stimulates discussion of accepted ideas and standards, shifts models and improves professional practice. A diverse academic environment is essential to enrich intellectual exchange and enhance cultural awareness. It is important that the diversity of our community reflects that of our state, country and world.

Strategies in support of Goal 4 can include but are not limited to the following:

- Create and sustain a supportive work environment that promotes teamwork and enhances the student experience.
- Utilize compensation tools and recognition as incentives or rewards for performance.
- Develop a working group that implements a solution for increasing compensation and/or benefits for part-time clinical faculty.
- Serve as a resource or referral for resources for both career-related and personal health issues on and off campus (work-life balance).
- Expand the Dean's lecture series to highlight campus expertise on issues of general interest to the dental school community through a quarterly presentation from an invited speaker followed by informal discussion with faculty, staff, and students over refreshments.
- Commit to an average of at least 4 hours of in-service training for each career staff employee per year.

For a list of suggested methods of reporting and measuring progress toward Goal 4, turn to the ***Measuring our Progress*** section of this document.

Goal 5

Strengthen our foundation. Expand and diversify our financial base to enable us to achieve our mission and position us for opportunities as they arise. Develop a plan to improve our infrastructure and explore opportunities to increase departmental space.

Critical to the operation of the school is its financial footing. Over the years, we have been vulnerable to the volatility of the California budget. We must take charge of our finances to mitigate future budgetary fluctuations. The School of Dentistry's endowment is smaller (although growing) than many older institutions and its operating budget is becoming more dependent on extramural funding. At the time of the development of the 2008-2013 Strategic Plan (FY 07-08), less than 20% of our budget was allocated from the state. As a result, student fees have been escalating and may soon affect our competitiveness for the best candidates in California and the nation.

While we have managed our resources effectively in order to compete, our financial position is a critical factor for our continued success in the future. Likewise, our physical plant (infrastructure) requires constant renewal and renovation to maintain our competitive edge in recruiting faculty, students, and patients. We also have space constraints that are beginning to affect our research growth (Goal 2) and our learning environment (Goal 1), especially as we introduce a new curriculum with increased demands for seminar space. With state finances at risk and cuts to the UC budget proposed, the campus plans to shift financial responsibility for core infrastructure services to the units and Dentistry has a high demand for energy due to our extensive clinics. Therefore, we must explore ways to become more energy-efficient.

Strategies in support of Goal 5 can include but are not limited to the following:

- Significantly increase the value of the endowment through actions such as expanding fundraising capacity, with a \$30M goal by 2015.
- Pursue naming opportunities, particularly the naming of the school.
- Continue to expand the number of endowed chairs (clear influence on other strategic areas of focus).
- Enhance the appearance and functionality of the school.
- Strengthen our information and communication technology infrastructure (e.g., server rooms project).
- Obtain additional classroom, research and office space.
- Participate in the campus sustainability initiative.
- Consult campus and private experts and develop a plan to conserve energy and be more “green” (energy audit).

For a list of suggested methods of reporting and measuring progress toward Goal 5, turn to the ***Measuring our Progress*** section of this document.

Implementing the Plan

The strategic goals of this plan capitalize on the school's strengths and maximize opportunities. They reflect our highest priorities as we strive to fulfill our mission and realize our vision. Implementing the plan requires a joint effort of faculty, staff and students and the integration of learning, research and public service in a collegial and collaborative environment. It is our expectation that all faculty, staff and students/residents will embrace the importance of these strategic areas and goals and commit collectively to pursue them.

The strategies underlying each area of focus and each goal are purposely indicated by bullets rather than numbers. They are meant to be regarded as logical suggestions or guidelines for accomplishing our goals from this prospective time point; they are not meant as a numerical checklist. The strategies that we use to accomplish our goals will likely evolve or change over time due to opportunities or challenges that may arise. Our plan is designed to be flexible and innovative so that we may rapidly respond and transform in the continuously evolving environment of modern academia.

Measuring Our Progress

Our primary objective is to accomplish the goals by the best means possible. To do so, resources will need to be invested and accountability maintained. Moving forward, the strategic plan and its outcomes assessments will be linked to our annual report published for the UCLA administration and other constituents. Looking toward the future, and the first evaluation of our strategic plan's progress at the end of FY 08-09, the following methods for reporting and measuring the outcomes of our efforts may be considered:

Goal 1: Offer an education of exceptional value. Suggestions for reporting and measuring the outcomes in support of this goal include:

- The school's annual report
- New curriculum measures—developed by curriculum and outcomes committees
- Incoming student scores (GPA, DAT) and diversity profile
- Enrollment data in leadership programs
- Student enrollment in double degree programs
- Selectives report
- Scholarship funding, number of scholarships, new scholarships
- International educational opportunities
- Experiences related to ethics
- Experiences related to information technology
- CE courses and locations (national and international)
- Campus partnerships
- Quarterly reports on all clinic utilization parameters (e.g., faculty attendance, faculty punctuality, number of appointments available, number of patient appointments booked and number of appointments utilized. Reports should track procedures by code and the frequency with which they are delivered by individual clinic sessions, weeks, quarters and years.)

Goal 2: Lead the field of 21st Century oral health research. Suggestions for reporting and measuring the outcomes in support of this goal include:

- The school's annual report
- Research-related building projects
- Amount of research space gained
- Ladder-rank faculty recruitments
- Search for magnet investigator
- Research Day progress
- Federal funding
- Grants and awards (# of first-time grant recipients)
- Travel support
- Student and resident poster and oral presentations
- Number of publications with impact factors

Goal 3a: *Serve as a resource for the local community* and **Goal 3b: *Serve as an opinion leader on the national and international stages.*** Suggestions for reporting and measuring the outcomes in support of this goal include:

- The school's annual report
- Projects with community involvement
- Evidence of policy leadership (external affairs officer)
- Alumni measures—attendance at events, giving rates, etc.
- Activity linked to Chancellor's L.A. Initiative
- Activity linked to UC Global Health Initiative
- Strategic foreign partnerships
- International educational opportunities
- Referrals to specialty care providers

- Progress of website redesign
- Pediatric patient visits at Wilson-Jennings-Bloomfield UCLA Venice Dental Center
- Student participation in service learning experiences

Goal 4: *Provide an amazing place to work.* Suggestions for reporting and measuring the outcomes in support of this goal include:

- The school's annual report
- Teamwork-related projects
- Incentives and recognition efforts
- Compilation of professional and personal resources utilized by faculty and staff
- Dean's lecture series content
- Staff training experiences
- Part-time clinical faculty compensation/benefits

Goal 5: *Strengthen our foundation.* Suggestions for reporting and measuring the outcomes in support of this goal include:

- The school's annual report
- Annual budget status
- Endowment
- Naming progress
- Number of endowed chairs
- Renovation progress, maintenance schedule
- Amount of additional classroom and office space
- IT progress

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