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MESSAGE from the DEAN

I am pleased to present the 2013-2017 Strategic Plan for the UCLA School of Dentistry. The Strategic Plan will be a guide as we move into another prosperous chapter in our history. This Strategic Plan differs from previous plans in that this plan covers four fiscal years versus five. The motivation for adjusting our traditional time frame is that we operate in an ever-changing funding and healthcare delivery environment. This new time frame allows us to more rapidly respond to these challenges and opportunities by more frequent assessment and readjustment of our goals and strategies, leading the School of Dentistry to continued growth and success.

As we begin to execute our new Strategic Plan, I would like to mention that many of the goals we established in the previous plan have been successfully accomplished. Moreover, the positive outcomes would not have been achieved without the dedication and commitment of the faculty, staff, students, trainees, alumni, and supporters.

With our new Strategic Plan, we intend to enhance our four main areas of focus, which are education, research, patient care, and public service. It is also important to note that the School of Dentistry’s 50th Anniversary Celebration, which takes place in the 2014-2015 fiscal year, falls in the middle of the 2013-2017 Strategic Plan time frame.

The celebration of our 50th Anniversary is a very exciting time. It is an opportunity to reflect on how much the School of Dentistry has grown since its establishment and look forward to a productive future. Over the last five decades, we have experienced unprecedented advancement and countless accolades. Our educational programs are highly regarded by potential students, practicing dentists, and dental educators around the world. The School of Dentistry’s researchers are considered to be pioneers in their fields, paving the way for cutting-edge clinical and scientific breakthroughs. We continue to provide quality, affordable dental care to our patients, and our public service activities have positively impacted dozens of communities across the Southern California region.

I want to express my sincere appreciation to all the committee members that worked on this Strategic Plan; Tara Aghaloo, Paulo Camargo, Brianna Deane, Neal Garrett, Edmond Hewlett, Diana Messadi, Ronald Mito, and David Wong.

I encourage you to read this Strategic Plan thoroughly and to reflect on how you can be a part of the UCLA School of Dentistry’s legacy of excellence in education, research, patient care, and public service.

Sincerely,

No-Hee Park, D.M.D., Ph.D.
Dean and Distinguished Professor
COMMITTEE MEMBERS

Chair

Associate Dean, Academic Programs & Personnel

Associate Dean, Clinical Dental Sciences

Neal Garrett, M.A., Ph.D.
Associate Dean, Education & Faculty Development

Edmond Hewlett, D.D.S.
Associate Dean, Outreach & Diversity

David Wong, D.M.D., D.M.S.c
Associate Dean, Research

Tara Aghaloo, D.D.S., M.D.
Assistant Dean, Clinical Research

Chair, Section of Oral Medicine & Orofacial Pain

Staff Support

Brianna Deane, M.A.
Communications & Media Coordinator
MISSION STATEMENT

At the UCLA School of Dentistry, our mission is:

To improve the oral and systemic health of the people of California, the nation, and the world through education, research, patient care, and public service.

To accomplish this, we will:

- Educate our students and trainees by providing contemporary knowledge and skills and demonstrating the value of a commitment to quality, professionalism, problem-solving, respect, and leadership (education);
- Provide society with new knowledge for the promotion and improvement of oral and systemic health via research programs (research);
- Serve our patients by offering accessible, affordable, high quality, and patient-centered clinical programs (patient care); and
- Assist the community (local, national, global) as a health care provider, collaborative partner, education center, and academic resource for validated oral health information (public service & outreach).
CORE VALUES

The UCLA School of Dentistry holds the following core values:

- **Advancement of Knowledge** – We promote the advancement of knowledge of the basic mechanisms, determinants, diagnoses, management, and prevention of oral and craniofacial diseases and conditions, and the relationship between oral and systemic health.

- **Diversity** – We believe the School of Dentistry will be enriched by the diverse group of faculty, staff, students, trainees, and patients; and firmly believe that embracing diversity is part of our basic responsibility to the people of California, the nation, and the world.

- **Excellence and Accessibility** – As a premier dental school, we provide excellent education, conduct innovative and impactful research programs, and deliver accessible, patient-centered care and service.

- **Professionalism** – Our faculty, students, trainees, and staff must possess and exhibit the highest ethics and work collaboratively in an atmosphere of cordiality, collegiality, and professionalism.

- **Global Presence** – We are proud of our international reputation of excellence and continuously seek to expand and improve our global outreach in education, research, patient care, and public service.

- **Innovation** – We continuously seek to identify the problems and solutions that impact oral and systemic health. We thrive on creativity and entrepreneurship as critical elements in the successful attainment of our mission and goals.

- **Humanitarianism and Philanthropy** – We seek to improve the oral health of those who do not have access or do not have the means to afford care. These efforts occur through the generosity of our care providers and through the generous support of our donors.

- **Lifelong Learning** – It is our duty to provide resources for the dissemination of the ongoing advancements in knowledge to the profession and public we serve locally, nationally, and globally.
GOAL #1  Offer an exceptional education for all of our constituencies

Demonstrate, by innovation and action, the benefits and lifelong contribution of the School of Dentistry learning experiences. Our students, residents, and trainees will become broadly educated as humanistic dentists, teachers, scientists, leaders, and citizens of the world, who will have a significant impact on their professions and the patients they serve. Sharing our expertise with the communities of health providers and consumers will elevate global knowledge and delivery of oral health services.

The School of Dentistry continues to provide a robust educational experience, including intensive skills instruction, a focus on decision-making and problem-solving, and extensive opportunities for research and advanced training.

As part of our teaching mission, we see that it is our responsibility to:

- Develop our students and trainees ability to think independently and critically,
- Seek evidence upon which to base clinical decisions,
- Instill the importance of lifelong learning,
- And provide the foundation for continued professional growth.

As future leaders, our students, residents, and trainees must have the 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 of Dentistry amid the resources of this prestigious university allows for unique educational and cultural opportunities, and facilitates inter-professional collaborations with the broad strengths of UCLA’s academicians and investigators.
Strategies in support of this Goal will include the following:

a. Pre-doctoral and Post-doctoral Education

- Evaluate, refine, and extend the advances achieved in the pre-doctoral curriculum revision to enhance concept integration and critical evaluation of clinical application, while retaining the inherent flexibility to allow students to pursue research, teaching, and other leadership activities.

- Expand our collaborations for inter-professional education and recognition of the value of inter-professional patient care.

- Continue to recruit academically strong and diverse pre-doctoral and graduate students, and post-doctoral clinical trainees.

- Expand and/or enhance current professional development programs for our pre-doctoral students and post-doctoral trainees, including the Dean’s Leadership Institute, teaching apprenticeships, and research opportunities.

- Provide international, national, and community-based educational and clinical opportunities for students and trainees.

- Promote strong graduate degree programs to produce the next generation of leaders in dental research and academia.

- Expand the sources and amount of scholarship support.
b. *Education to the Profession*

- Continue to grow our Continuing Dental Education (CDE) program to provide all dental and affiliated health professions with unique growth and learning opportunities and to reach additional audiences worldwide.

c. *Community Education*

- Share our expertise and experience with the lay community, to enhance their oral health knowledge and awareness.

- Develop new alliances with local support organizations for increased penetration of the education and community service efforts of the School of Dentistry.
GOAL #2  Lead the field of 21st century oral health research

As we continue to expand our role as a leader in defining the national and international agendas in oral health research, we will leverage our strengths in basic, translational, and clinical research to maximize opportunities to contribute to the scientific understanding and technological advances in the fields of dentistry, as well as oral and systemic health. As the practice of dentistry becomes increasingly evidence-based, we embrace our obligation to provide the formative research to guide clinical practice.

Innovative collaborations with other dental and oral health leaders and centers of excellence have been critical to our research success, and we will push these collaborations to a greater range of healthcare and allied fields, providing new pathways to improving population health. Not only will the benefits of our research effectively translate to the public at large, it will continue to provide a strong platform to educate the future generations of dentists, scientists, teachers, and leaders.

As part of our research mission, we see that it is our responsibility to:

• Make research advancements that will translate to improved clinical treatments,
• Provide the scientific outcomes to enable the practice of evidence-based dentistry,
• Develop scientists that will continue to be pioneers in oral health, and expanded contributions to overall population health,
• Create innovative medical solutions to the dental world that will serve the global community through our research programs.

UCLA boasts one of the most vibrant and mutually supportive research cultures in the world. The multitude of internationally recognized strengths ranging from nanoscience and bioengineering, to cancer prevention and diagnostics, provide a comprehensive local network for collaboration, with extensive ties to international institutions.
Strategies in support of this Goal will include the following:

a. Expand the role of the School of Dentistry as a leader in research

- By 2017, become one of the top three dental schools in the nation in terms of federal funding.
- Systematically evaluate and improve our research infrastructure, including facilities, equipment, and networks to support research.
- Diversify research funding sources.
- Increase the research faculty both in number and range of expertise.

b. Enhance the development of clinically applicable research to support diagnosis and treatment

- Increase interaction between basic science and clinical faculty throughout the healthcare fields in research endeavors, and encourage the clinical faculty to participate in research.

c. Develop broader research perspectives and capabilities to impact a greater range of health outcomes

- Engage and collaborate with other research leaders and centers of excellence across the allied healthcare and professional fields, both at the University level and internationally, to build upon our focus of interdisciplinary research.
GOAL #3  Provide outstanding clinical care to our patients

By providing state-of-the-art patient care in all disciplines of dentistry, the oral health professionals from the School of Dentistry will be sources of excellence in dental care in the community. By collaborating with world-renowned experts in oral healthcare and research to translate advances in knowledge into innovative and effective patient treatment, our students, trainees, and faculty members will advance a patient-centered model of dental care for all populations. Our diverse clinical populations provide us the opportunity to place an emphasis on the disadvantaged and underserved. UCLA oral health professionals will embrace life-long learning and will openly share their knowledge and expertise with other healthcare professionals to elevate the quality and expand the reach of dental care in the region and the world.

The School of Dentistry is home to some of the highest achieving and most recognized dental clinicians and researchers in the world. As an educational and research institution, the School of Dentistry strives to conduct its core mission within the overarching objective of improving patient care and ultimately the oral and systemic health of all people. We believe that:

- The entire population should have access to the most advanced patient care available,
- Collaboration between clinicians and scientists, both within and outside of UCLA, should lead to discoveries that will improve oral and systemic health,
- And our expertise should be made available and shared with other healthcare providers in the community to elevate the level of dental care and oral health of the population that we serve.
Strategies in support of this Goal will include the following:

a. Deliver the most advanced clinical care to the broadest patient population
   - Keep abreast of new developments in patient care, revise and update our curriculum to reflect evidence-supported techniques and materials, and discontinue those techniques that become obsolete.
   - Identify sources of funding to offset the cost of state-of-the art dental care to underserved and financially disadvantaged populations.
   - Collaborate with other providers of dental care to facilitate community-based dental services sites to make the prevention and treatment of oral diseases more accessible.
   - Serve as a major referral center for primary and specialty patient care to support clinicians in the community.

b. Advance inter-professional collaboration to improve patient care
   - Seek and adopt methods and technology that can facilitate the exchange of information between centers of excellence in patient care.
   - Through faculty development, educate and train faculty members in new evidence-supported, state-of-the-art techniques and materials employed in patient care.
Improving the health of individuals and communities is central to the School of Dentistry’s mission. As such, we must maintain and expand our proud tradition of community service and utilize our collective expertise to inform public policy makers about local, national, and global health issues. Our goal is to be recognized as the leader in bringing issues of oral health to the forefront and addressing community health concerns. The School of Dentistry has benefited significantly 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, students, and trainees is dependent on the educational, economic, cultural, and social vitality of our Los Angeles community. The School of Dentistry achieves success by helping to advance the local community.

The School of Dentistry 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 science, technology, engineering and mathematics (STEM) and dentistry pipeline programs.

To become the point of reference for addressing needs in the communities of Los Angeles, we must:

• Position School of Dentistry faculty as oral health experts who serve as a valuable resource to the community.
• Place the School of Dentistry’s many clinical and community service activities on the front lines of meeting the oral health needs of our region.
• Strive to bring our research advancements into the clinical setting here in our own community, and then expand them state and nationwide.
• Selectively expand our international impact by building on existing strengths in order to seek mutually beneficial research and educational opportunities, academic talent, and financial resources.

As the School of Dentistry 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 this Goal will include the following:

a. Strengthen the role of the School of Dentistry in the regional community

- Promote and facilitate participation in community service among our faculty through outreach to local and regional community organizations.
- Advise Los Angeles communities, via public information, that we serve as an oral health resource for policy makers.
- Expand the educational pipeline programs offered to students from underrepresented, minority communities.

b. Expand the role of the School of Dentistry in the professional community

- Serve as a resource for career development, intellectual growth, and professional support for our alumni and community dental providers.
- Strategically nominate faculty to serve on critical local (e.g., Academic Senate), state, and national committees (e.g., California Dental Association, American Dental Association and the, American Dental Education Association) to provide leadership on important issues and to promote our programs.

c. Develop global partnerships to improve oral health

- Engage and participate in the global health initiatives and collaborative opportunities.
To improve the oral and systemic health of the people of California, the nation, and the world through education, research, patient care, and public service.
Reinventing the Future of Dentistry