The UCSF School of Dentistry Strategic Plan has been an evolving work in development for almost two years involving our staff, faculty and learners. It combines the group intelligence and creativity we will need to help us better navigate our ever-changing environment, and excel in meeting our major and complex challenges. The plan will also fully support the UCSF systemwide 2014–19 Strategic Imperatives, summarized below.

**Our key stakeholders** — our patients, employees, learners, funders, research and health collaborators, and many more with a vested interest in our success — expect us to not only maintain our status as a premier institution, but also to deliver more and more value.

This Strategic Plan is our commitment and roadmap to focusing our resources for health care, education, and research to deliver seamless, high-quality patient care, provide the best education available, and translate our breakthrough discoveries into ubiquitous health benefits.

In the area of Health Care and Patient Satisfaction, we will create a Dental Clinical Enterprise that is a united, fully functional Center of Excellence in the UCSF Health System. To obtain economies of scale and deliver the best possible patient care and satisfaction, we will become better at operating as a true health system rather than many disjointed parts.

**Our educational programs** for the next generation of health care providers and leaders will benefit from a more dynamic curriculum that incorporates learner-centered instruction, utilizes contemporary patient management systems, and takes advantage of new technological advances in dentistry.

**Our research** will focus on increased inter-disciplinary research collaboration within our School, within UCSF, and with our partners and collaborators, while deploying resources more electively and efficiently, and capturing the true value of our discoveries.

In order to accomplish the above, we will need faculty, learners and the staff who can accomplish these tasks. Moreover, these good people will need a supportive work and learning environment along with the training, development, and resources to do what they do best for our School.

As an organization of highly capable individuals, we acknowledge that continuous improvement is a gradual, never-ending change, and simply means, “getting better all the time.” From answering the telephone to performing the most difficult of clinical procedures, we must strive for and instill a culture of continuous improvement.

Each faculty, staff member and student contributes to our continued success and improvement. This plan is our roadmap to reaching another plateau of excellence for the School of Dentistry.
OUR MISSION
Advancing health through excellence in patient care, education, and discovery.

OUR VISION
To be the preeminent innovator in oral & craniofacial health worldwide.

OUR PRIDE VALUES
Our core PRIDE values encompass our operating philosophy and principles that guide us in our daily actions, decisions, and in our interactions with others:

- **PROFESSIONALISM**: To be competent, accountable, reliable and responsible, interacting positively and collaboratively with all colleagues, learners, patients, visitors and business partners.

- **RESPECT**: To treat all others as you wish to be treated, being courteous and kind, acting with utmost consideration of others.

- **INTEGRITY**: To be honest, trustworthy and ethical, always doing the right thing, without compromising the truth, and being fair and sincere.

- **DIVERSITY**: To appreciate and celebrate differences in others, creating an environment of equity and inclusion with opportunities for everyone to reach their potential.

- **EXCELLENCE**: To be dedicated, motivated, innovative and confident, giving your best every day, encouraging and supporting others to excel in everything they do.
Oral health is more than just about a healthy smile. We strive to reduce the burden of disease by affecting the health of all our patients in all communities.

Toward that goal, we will create a paradigm shift in our approach to providing health care, unifying our excellent clinical services under the banner of UCSF Dental Center. We will organize ourselves and implement clinical programs as a system of care, paying particular attention to enhancing access to our services and improving the transitions of care for our patients.

We are committed to providing our patients care that is **safe** — avoiding injuries to patients from the care that is intended to help them; **effective** — providing services based on scientific knowledge to all who could benefit and refraining from providing services to those not likely to benefit (avoiding underuse and overuse, respectively); **patient-centered** — providing care that is respectful of and responsive to individual patients’ preferences, needs and values, and ensuring that patient values guide our clinical decisions; **timely** — reducing delays for both those who receive and those who give care; **efficient** — avoiding waste, including equipment, supplies, ideas or energy; and **equitable** — providing care that does not vary in quality because of personal characteristics such as gender, ethnicity, geographic location, ability and socioeconomic status.

As an internationally recognized dental school, we will continue to provide the world’s best education for future health professionals through a dynamic, contemporary core curriculum, enriched with opportunities to develop individual expertise in education, research, service and leadership.

- Our curriculum will emphasize evidence-based dentistry, learner-centered education, patient-centered care, collaboration with dental hygienists and other health care professionals, dental public health experiences, and the application of electronic health records and other IT tools.
- Our curriculum and training will prepare graduates for a systems-based practice environment so that they are prepared for changes in the profession and their careers.
- Our curriculum will remain contemporary through regular evaluation and infusion with new evidence-based information.
- We emphasize Excellence in Teaching with an experienced, competent and caring faculty in a supportive and welcoming learning environment.

Our excellent education will equip learners with the vital competencies and tools needed to provide excellent patient care, and to lead, influence and re-shape the future of health care.

The UCSF School of Dentistry will build on its strength as an established global leader in oral health research.

By promoting interdisciplinary research collaboration within our School, within UCSF and with our external partners, we will identify and exploit novel opportunities to improve the health within our community, nationally and worldwide.
We will improve and simplify the deployment of research resources (e.g., wet and dry lab space, clinical research space) and ensure the most efficient utilization of all resources and capture of discovery value.

By employing existing data repositories, identifying and creating new ones, and exploiting novel informatics techniques, we will improve the efficiency by which we translate our research results into groundbreaking treatments, diagnostics and health policies.

In executing the above, we will increase our recognition as a research center of excellence and a hub for discussions on global health.

As always, we will encourage and reward individual creativity and achievement while recognizing that individual success is fostered by the success of our community as a whole.

People are our most valuable asset. We will recruit and retain a diverse community of excellent learners, faculty, and staff.

We will provide professional development and education to help them do what they do best, and provide exceptional opportunities for learning and making impactful contributions to society.

All employees, learners and stakeholders are empowered to continuously improve all of our processes and provide essential feedback to help determine the future of the School. We will listen to our stakeholders and take the actions necessary to improve our work environment and become an even more valued and inclusive place to work, learn, serve and grow.

Education and research funding pressures, combined with concerns about the high cost of health care, require us to do more with less. Our stakeholders — patients, learners, employees, faculty, alumni, donors, health plans and government — all expect us to deliver greater value. It is imperative that we respond to these expectations.

Like the UCSF Health System, we will examine all aspects of operations to reduce duplication, integrate and expand existing resources and streamline operations. All UCSF School of Dentistry personnel will receive a baseline level of Lean/Continuous Process Improvement training, and be expected to participate in and be accountable for the activities needed to achieve the performance to which we aspire.

We must leverage campus resources and integrate with the UCSF Health System and Campus Strategic Plan. We will improve and integrate our data systems and analytics to optimize patient care, research and education.

We are accountable to each other for delivering outstanding results to our patients, our learners, and all of our stakeholders.
GOAL 1.1 Collaborate and partner with local and global organizations, agencies and health centers, to provide oral disease prevention, risk factor reduction, active disease management and overall health promotion.

GOAL 1.2 Organize and implement the dental clinical programs as a system of care to enhance patient access and provide seamless patient care.

GOAL 1.3 Deliver health care that is safe, effective, patient-centered, timely, efficient and equitable by continuously improving all clinic processes.
STRATEGIC PRIORITY 2
Prepare the next generation of clinicians and scientists for a rapidly evolving health care system.

GOAL 2.1 Continually strive for excellence in teaching through regular evaluations of effectiveness, faculty development, appropriate use of technology, and consistency of terms and tools across the curriculum.

GOAL 2.2 Attract and retain the best learners, residents, and post-graduates.

GOAL 2.3 Enrich the core curriculum for learners by providing opportunities to develop expertise in education, research, service and leadership skills.

GOAL 2.4 Maintain significant School of Dentistry presence in prominent professional organizations.
GOAL 3.1 Focus our scientific discovery in key areas of high relevance to oral health and dental practice, including:
- Cancer
- Craniofacial Biology
- Biomaterials and Bioengineering/Tissue Regeneration
- Precision/Personalized Dentistry with an emphasis on dental caries
- Global Oral Health and Health Disparities

GOAL 3.2 Provide an outstanding research and discovery infrastructure.

GOAL 3.3 Increase research efficiency by leveraging universitywide resources, including CTSI and the research cores.

GOAL 3.4 Enhance funding of our discovery efforts.

GOAL 3.5 Advance health worldwide and reduce health disparities by identifying, creating and sustaining research collaborations with community partners on the local, regional, national and international levels.
GOAL 4.1 Promote diversity and inclusion within the School’s leadership, faculty, learners and staff.

GOAL 4.2 Learners: Maintain a supportive learning environment to prepare learners for the evolving health system and to become future leaders in the profession.

GOAL 4.3 Staff: Maintain a collaborative work environment that allows individuals to contribute to our mission and further develop their skills.

GOAL 4.4 Faculty: Attract and retain excellent faculty.

GOAL 4.5 Alumni: Encourage alumni engagement and participation in the many facets of life at the school.
GOAL 5.1 **Fiscal**: Enable sustainability of the enterprise and fiscal growth to sustain excellence in patient care, education and discovery.

GOAL 5.2 **Marketing and Communications**: Build and sustain positive brand awareness of the UCSF School of Dentistry and UCSF Dental Center brands.