Dear faculty, staff and students of the UCSF School of Dentistry:

I am very pleased to send you the final version of our new Strategic Plan.

The process started in October 2008 at the faculty retreat, and continued through several retreats, town halls, and working groups, and was adopted at the faculty retreat in September of this year. Input from the 2010 retreat is now included in this final version.

The plan has numerous measures in place to track progress towards our strategic goals. We will be reviewing our progress at Dean's Office and Department levels regularly over the coming years, and updating the document as we go along. It will be a living document, and our guide for decision making.

I would like to thank all of those faculty, staff and students who had input into the plan, and especially the working group, headed by our consultant and guiding light, Dennis Reker.

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UCSF School of Dentistry
Strategic Plan 2010 - 2014

The following document is the Strategic Plan for the School of Dentistry at the University of California, San Francisco, as of October 18, 2010. This plan was approved at the faculty retreat on September 25, 2010 and includes inputs from the meeting’s discussion sessions. It comprises the following sections:

- MISSION
- VISION
- STRATEGIC OBJECTIVES 2010-2014
- STRATEGIC PLAN & METRICS
- VALUES
- REFERENCE DOCUMENTS

MISSION

Advancing oral, craniofacial, and public health through excellence in education, discovery, and patient-centered care.

VISION

To lead worldwide in dental education and public health, clinical practice, and scientific discovery.

STRATEGIC OBJECTIVES 2010-2014

Our Strategic Objectives are aligned with the five UCSF Campus priorities:

I. **Patients/Health:** A) Provide professional, comprehensive, high quality patient-centered oral health care. B) Collaborate with local, regional, and global community partners to promote oral health worldwide.

II. **Discovery:** Be a world leader in scientific discovery and its translation into health benefits for patients and society.

III. **Education:** Provide an excellent education that equips our students, residents, and post-graduates to be future leaders in health care delivery, research, and education.

IV. **People:** Provide a supportive learning and work environment that attracts the best students, faculty, and staff who can meet the changing needs of the School and the profession.

V. **Business:** Enhance resource management and business practices.
Strategic Plan & Metrics

Patients/Health:

I. A. Provide professional, comprehensive, high quality, patient-centered oral health care.

1. Deliver the highest quality patient care, as measured by:
   a. Patient satisfaction survey ranking of 85% or more on patient survey satisfaction questions:
      • "Were the dental procedures performed to your satisfaction?"
      • "Are you satisfied with your dental school experience?"
      • "Would you recommend the UCSF School of Dentistry to your friends or family?"
   b. Retention rate of patients after completion of Comprehensive Oral Exam (COE), with the intent to improve over time

2. Improve the timeliness of patient intake and provider assignment and treatment, as measured by:
   a. 90% of patient wait times, from registration to assignment, are 30 minutes or less

3. Provide service to a diverse population of patients, as measured by:
   a. Demographics of patients served
   b. Number and locations of externship sites providing dental care
   c. Availability of translators

4. Continuously Improve Quality of Care, as measured by:
   a. Refinement and publication of the internal SoD process used to address reported quality of care issues
   b. Quarterly reports from the Quality Assurance Committee demonstrates ongoing resolution of problems

5. Recognition of the School of Dentistry as a Center of Clinical Excellence, as measured by:
   a. Number of referrals of patients from external sources to postgraduate, specialty, and faculty clinics
   b. Gift giving to support patient care

I. B. Collaborate with local, regional, and global community partners to promote oral health worldwide.

1. Be an integral part of the UCSF Campus Community. Identify baseline data in the following categories and develop annual performance metrics:
   a. The number of faculty and students participating in inter-professional activities (educational, clinical, research, and community service)
   b. The number of faculty representing SoD in key Campus activities
   c. The number of key Campus activities that have SoD representation

2. Collaborate with community partners to provide dental care, disease prevention, and health promotion. Identify baseline data in the following categories and develop annual performance metrics:
   a. The number of UCSF faculty and students participating in Dental Externships and Community programs
   b. The number of community organizations, agencies, and health centers engaged with UCSF
3. **Promote changes in dental clinical practice and oral health policy through the combination of scientific evidence and advocacy.** Identify baseline data in the following categories for:
   a. The number of policy briefs and presentations prepared for policymakers to facilitate their advocacy for oral health issues or legislation/regulations/recommendations that affect oral health
   b. The number of key clinical policies, clinical practice guidelines, legislation, and/or regulations adopted or changed by professional or governmental organizations because of faculty research or participation
   c. Participation on local, regional, and national committees to develop policies and plans that support oral health at the individual, community, regional and national levels

**Discovery**

II. **Be a world leader in scientific discovery and translation of that discovery into health benefits for patients and society.**

1. **Enhance our research & discovery capabilities in the following areas:**
   - Biomaterials & Bioengineering
   - Cancer
   - Craniofacial and Mesenchymal Biology
   - Global Oral Health
   - Oral Health Disparities and Caries
   
   *Note:* These five priorities do not diminish the importance of the School’s research and discovery in other areas

2. **Excellence of Faculty, Student, and Residents, as measured by:**
   a. Number of investigators who have extramurally funded research programs
   b. Sustained year over year increase in total grant revenue
   c. NIH grant funding in the top 5% of all U.S. Dental Schools
   d. Number of student, resident, and faculty peer-reviewed publications that have a significant impact in science and health
   e. Number of students, residents, and faculty receiving recognition and awards

3. **Expand and enhance technology transfer as the mechanism to transfer discoveries and inventions for public use and benefit, broadening social impact, as measured by:**
   a. The number of university-industry collaborations
   b. The number of patents applied for and granted

4. **Conduct research with community partners to reduce health disparities and advance health worldwide, as measured by the number of:**
   a. Number of research collaborations at the local, regional, national, and international levels
   b. Number of faculty and students participating in community-engaged research
   c. Number of presentations and papers published based on these efforts

5. **National and International Recognition received by UCSF, as measured by:**
   a. National and international awards and recognition for our discoveries
   b. National and international recognition of our research training programs
Education:

III. Provide an excellent education that equips our students, residents, and post-graduates to be future leaders in health care delivery, research, and education.

1. Maintain the most effective Dental School curriculum, as measured by:
   a. Maintenance of successful accreditation of the School by appropriate agencies
   b. Number of external consultations requested by other schools regarding curriculum and teaching
   c. Number and nature of interprofessional interactions that focus on education and the curriculum
   d. Regular review and assessment of curriculum to guide effective continuous improvement

2. Develop and maintain excellence in teaching, as measured by:
   a. Utilization of technology to enhance teaching
   b. Outcome of teaching and course evaluations
   c. Opportunities for faculty development

3. Excellence in Student/Resident/Post Graduate achievement, as measured by:
   a. Retention and graduation rates
   b. Pass rate on licensing exams
   c. Acceptance rates into postgraduate/residency programs
   d. The number of student publications and presentations at scientific meetings
   e. The number of students receiving external awards

4. Student access to a range of education and leadership opportunities, as measured by:
   a. Opportunity to participate in research activities; for example, summer fellowships
   b. Additional degree and training opportunities, and numbers of student participating
   c. Number of students, residents, and postgraduates who hold office in School, Campus, and community, and national activities
   d. Number of Alumni known to be leaders in the community, academia, and Industry

5. Sustain the worldwide reputation of UCSF SoD as a premier learning institution, as measured by:
   a. Number of applications to the predoctoral, IDP, post-graduate, and specialty programs
   b. Recognition received for our presentations & publications related to education and curriculum
   c. Alumni scholarship support

People:

Provide a supportive learning and work environment that attracts the best students, faculty, and staff who can meet the changing needs of the School and the profession

1. Maintain a supportive learning environment for students by providing an ongoing, open dialogue, as measured by:
   a. Providing students the opportunity for input and feedback
   b. Regular student “Town Hall” meetings with the Dean
c. Communication through monthly student-faculty liaison meetings with minutes, action items, and review of results at subsequent meetings

d. Quarterly meetings with Dean/Associate Dean for Education & Student Affairs with class leaders, with minutes, action items, and review of results at next meeting

e. Mentoring program for incoming students

2. **Maintain a supportive work and learning environment for staff and faculty, as measured by:**

   a. Recognition of outstanding accomplishments and performance to School Values by faculty and staff at “State of School” town hall meetings and other appropriate department and School of Dentistry events
   
   b. Annual performance reviews for staff, to include an opportunity to discuss personal and career goals
   
   c. Implementation and monitoring of regular faculty and staff satisfaction surveys
   
   d. Orientation and welcoming activities for new staff and faculty

3. **Promote the Diversity of School Leadership, Faculty, Students/Trainees, and Staff, as measured by:**

   a. Following the Campus diversity hiring goals
   
   b. Sustaining outreach programs to undergraduate campuses, and advertising the School and its commitment to diversity
   
   c. Enhancing resources of scholarship funds for economically disadvantaged students
   
   d. Focusing the admissions process on the full breadth of an applicant’s accomplishments
   
   e. Annual formal review of SoD and Campus Diversity Reports

4. **Compensation information is clearly articulated to faculty & staff**

   a. Development of “Total Compensation” (value of all benefits, compensation, and development opportunities) information is developed in a standard format, communicating and publishing individual “Total Compensation” information annually to our faculty and employees

5. **Employee Career Development and Retention are a focus, as measured by:**

   a. Undesired turnover rate of meritorious faculty (consistent record of achievement) and staff is below 10% per year
   
   b. Taking full advantage of Campus-wide programs to ameliorate the high cost of living in the Bay Area
   
   c. Providing faculty and staff the opportunity to take advantage of career development activities
   
   d. Identification of climate issues from exit interviews and feedback through appropriate channels

6. **Encourage and reward Continuous Process Improvement, as measured by:**

   a. Department Chairs to articulate and implement department level strategic goals and action plans based on the School’s strategic plan
   
   b. Department identification of resources to achieve those goals
   
   c. Department internal review of their progress to Strategic Goals and plans biennially
   
   d. Encourage all employees to continually improve processes, and acknowledge key progress and process improvements at the “State of the School” meetings

7. **Develop and maintain a program for faculty development, as measured by:**

   a. Participation in the UCSF Campus Mentoring Program and adherence to its benchmarks is 90% or higher
b. Allocation of a specific amount of the School’s operating budget is to ensure effective faculty development programs, beginning with the FY 2010-11 budget
c. Placement of faculty in courses, workshops, and symposia (local, national) designed to enhance knowledge and skills; benchmarks to be established for:
   i. number of faculty placed in such programs
   ii. number and variety of such programs
d. Number of internally (UCSF SoD) developed courses, workshops, and symposia that are designed to enhance faculty development; benchmarks to be established for:
   i. number of participants
   ii. number and variety of such programs
   iii. roll-out of these programs to a national/international audience

8. Increase number of financially stable faculty positions, as measured by:
a. Number of endowed chairs
b. Number of distinguished professorships
c. Expansion in the number of non-state supported FTEs

9. Attract the best faculty, as measured by:
a. Number of qualified applicants applying for open positions in relation to size of the expected pool
b. 80% or higher acceptance rate from applicants who are offered positions

Business:

V. Enhance resource management and business practices.

1. Increase the self-sufficiency of the School of Dentistry, as measured by:
a. Increase in levels of School generated revenues, to include:
   - Research Funding
   - Clinical Revenue
   - Philanthropy
b. Raise awareness of the breadth of general and specialty clinical services available to the public, and of the high standard of care at the School
c. Improve clinical productivity and decrease expenses relative to net revenue, compared to data from previous years
d. Reduce dependency upon state funding, as measured by a declining proportion of operating budget that derives from state revenue

2. Implement performance-based resource allocation as a standard business practice, as measured by:
a. Resources that are allocated to priorities that are aligned with the long-term strategic goals and near-term priorities:
   - DDS Program
   - Research/Discovery
   - DDS/PhD Program
   - Specialty & Residency Programs & Master of Science
   - International Dentist Program (must be fully self-funded)
b. Implement a strategic planning process, goals, and results measurement at Division, Department, and Operational Unit levels
c. Conduct quarterly review of progress with Department Chairs to assess the School’s strategic plan, goals, and metrics, as well as any climate/Values issues that are raised
d. Financial reviews conducted monthly by responsible managers and administrators

3. **Improve financial accountability and transparency, as measured by:**
   a. “State of the School” Town Hall presented to all employees a minimum of 3 times/year
   b. Quarterly review of financial performance with Division Chairs
   c. Monthly review of financial performance with staff by Department Chairs
   d. Management of Department expenses within the annual budget, including unforeseen budget adjustments
   e. Identification in the regular budgeting process of specific areas of opportunity for investment that could potentially produce increased revenues

4. **Data Collection methodologies and IT infrastructure are implemented and optimally utilized, as measured by:**
   a. Methodology developed to implement an integrated data repository necessary to document strategic plan progress and results until data warehouse is online
   b. Participate in Campus “IT Governance Structure” to advise on School needs and priorities

5. **Increase Development funding for student scholarships, faculty support, new opportunities, and facilities, as measured by:**
   a. Increased Alumni support including individual major gifts, class reunion gifts, and other alumni fundraising initiatives
   b. Increased support from friends, including companies, foundations, and grateful patients
   c. Increased support for student scholarship funds, including active participation in the Campus-wide Student Support Campaign
   d. Increased support for faculty recruitment and retention including Endowed Chairs and Distinguished Professorships
   e. Increased cultivation and solicitation of Planned Gifts
   f. Existing Student Scholarship Funds disbursement & growth, and New Student Scholarship Funds established
VALUES

Our core values encompass our operating philosophy and principles that guide us in our daily actions and decisions, as well as our interactions with others.

Excellence
- We will strive for excellence in the clinical practice of dentistry and provide quality patient care in the most efficient and effective manner to achieve optimal patient health.
- We will provide innovative, inter-professional educational experiences that develop students as integral members of the health care team and future leaders.
- We will generate and disseminate new knowledge in our research and discovery, and its applications, to improve the public’s health and oral health, locally, nationally, and internationally.
- We will foster an environment in which all students, employees, clinicians, and researchers can reach their highest personal academic and professional potential.
- We will strive for excellence and continuous quality improvement in all of our activities.

Integrity
- We will act ethically, openly, honestly, respectfully, and with integrity in our daily actions and interactions.
- We will pursue the advancement of knowledge while meeting the highest standards of honesty, accuracy, and objectivity.
- We will act with professionalism, performing to the highest standards of knowledge, respect, and trust.

Respect
- We respect the ideas, rights, and dignity of all students, faculty, staff, patients, colleagues, and community partners. We will act with concern and sensitivity, considering the impact of our actions on others.
- We respect all patients and provide them with compassionate, ethical, and culturally appropriate treatment.
- We respect and value the opinions of others whose backgrounds or perspectives may differ from our own.
- We value diversity and will not tolerate discrimination or harassment.
- We encourage collaboration and cooperation between all units in our organization, and among faculty, staff, students, and our community.

Innovation
- We understand the need for change and embrace new challenges.
- We value teamwork as an approach to innovative solutions to common problems.

Accountability
- We will exercise sound judgment and serve the best interests of our patients, the institution, and our community.
- We accept responsibility for our decisions and actions. We celebrate our successes and learn from our experiences.
- We promote efficient operations and controls; responsible and transparent management and reporting; and protection of the public’s assets.
- We will be accountable for our conduct and compliance with applicable laws and University policies.
Leadership
- Our strength and competitive advantage is, and always will be, people.
- We will develop team leadership and management skills at every level.
- We will continually learn and share ideas and knowledge.
- We value our alumni participation and support of School successes and growth.

Social Responsibility
- We are committed to improving the quality of life for our faculty, staff and students.
- We will invest in the communities we serve through service and partnerships, and encourage all employees and alumni to contribute in their communities.
- We will serve as advocates, especially for underserved populations, to promote equity and reduce oral health disparities.

UCSF Reference Documents:
UCSF Statement of Community: http://worklife.ucsf.edu/swe/pdf/principles.pdf
UCSF Campus Code of Conduct: http://chancellor.ucsf.edu/UCSFCOC.pdf
Statement of Ethical Values, Standards of Conduct: http://today.ucsf.edu/stories/uc-regents-adopt-statement-of-ethical-values-standards-of-conduct/#stan
UCSF Guidelines on Conflict of Interest: http://industry.ucsf.edu/osr/coi/ucpolicies/ucsf.html
Campus Policies: http://ucsfhr.ucsf.edu/index.php/policies/cat/site/Campus%20Policies/