

REPORT OF THE STANDING COMMITTEE ON QUALITY ASSURANCE AND STRATEGIC PLANNING

Background: The Standing Committee on Quality Assurance and Strategic Planning (QASP) charge is to:

- Develop and implement an ongoing strategic planning process;
- Develop and implement a formal program of outcomes assessment tied to strategic planning;
- Use results of the assessment processes to evaluate the effectiveness of the Commission and make recommendations for appropriate changes, including the appropriateness of its structure;
- Monitor USDE, and other quality assurance organizations e.g. Council on Higher Education Accreditation (CHEA), American National Standards Institute/International Organization for Standardization (ANSI/ISO), and International Network for Quality Assurance Agencies in Higher Education (INQAAHE) for trends and changes in parameters of quality assurance; and
- Monitor and make recommendations to the Commission regarding changes that may affect its operations, including expansion of scope and international issues.

January 16, 2025 Meeting of the QASP: The QASP conducted a virtual meeting on January 16, 2025. **Members of the Standing Committee:** Dr. Frank Licari (chair), Ms. Margaret Bowman-Pensel, Dr. Joseph Giovannitti, Dr. Jessica Lee, Dr. Cataldo Leone, and Dr. Monica Nenad, were in attendance. Dr. Carolyn Brown and Dr. Nancy Rosenthal were unable to attend. **Commissioners:** Dr. Frank Licari, chair and member of committee, and Dr. Cataldo Leone, vice chair and member of committee, *ex officio*, Commission on Dental Accreditation (CODA) were also in attendance. **Commission Staff:** Dr. Sherin Tooks, senior director, Ms. Peggy Soeldner, senior manager, and Ms. Jamie Asher Hernandez, Ms. Jessica Lynk, Mr. Shawn Morrison, Dr. Yesenia Ruiz, Ms. Kelly Stapleton, and Ms. Taylor Weast, managers, CODA attended the meeting.

The QASP initiated its meeting with a review of the charge to the Standing Committee. Discussion was focused on review of the 2022-2026 CODA Strategic Plan Tracking and Operational Effectiveness Tracking. The Committee also discussed ongoing quality assurance and strategic planning activities, and additional items of interest to CODA related to strategic planning and operational effectiveness. Below is a summary of QASP discussions and recommendations.

Consideration of 2022-2026 CODA Strategic Plan Tracking Sheet and Operational Effectiveness Tracking Sheet: The Standing Committee on Quality Assurance and Strategic Planning (QASP) reviewed the 2022-2026 CODA Strategic Plan (**Appendix 1**), which was adopted by the Commission in Summer 2021, following a Strategic Planning Mega Issue Discussion, and implemented January 1, 2022. The Standing Committee also reviewed the Commission's progress toward the goals and strategies with progress noted within its Strategic Plan Tracking Sheet (**Appendix 2**). Further, QASP members considered the Commission's Operational Effectiveness Tracking Sheet, which aligns and provides details on specific CODA work initiatives of the prior year (**Appendix 3**).

The QASP noted the accomplishments in 2024 and progress with ongoing activities related to the strategic initiatives. The Committee identified that a significant amount of work was accomplished related to various aspects of the strategic plan and operational effectiveness plan. Of note, the QASP identified the hiring of two (2) managers, the Manager, Communication and Data Management and the Manager, Training and Assessment, and the promotion of one (1) staff to the new position Senior Manager, Administration and Committees. The Standing Committee also noted that 18 new programs were granted accreditation in 2024. The Committee also noted various Standards revisions and training programs that were completed or remain ongoing, and several Ad Hoc Committees which conducted work in 2024. The Committee was informed that requests for verification of accreditation of programs has taken a considerable amount of staff time, and it was suggested by CODA staff to investigate whether CODA's historical accredited program listing could be published to the Commission's website. The Committee discussed whether CODA should charge a fee for verification requests, as is the case with other dental agencies, but concluded that the time and effort to process fees may not be worthwhile at this time although CODA may consider this topic in the future. The Standing Committee also noted CODA's re-recognition by the United States Department of Education is to occur in 2027, and the Commission's petition will be due in Summer 2025. The Committee noted that the CODA Strategic Plan expires in December 2026, and considered whether the plan should be extended an additional year. Following consideration, the Standing Committee believed that the Commission is making appropriate progress on the 2022-2026 CODA Strategic Plan.

Consideration of Ongoing Quality Assurance and Strategic Planning Activities

Review of Shared Services Agreement Between the Commission on Dental Accreditation (CODA) and the American Dental Association (ADA): The Standing Committee on Quality Assurance and Strategic Planning (QASP) discussed CODA's Shared Services Agreement with the ADA, which was signed in September 2022 for the period of January 1, 2022 through January 1, 2025. The QASP noted that the Shared Services Agreement has expired, and the ADA-CODA Relationship Workgroup previously discussed components of the agreement in Summer 2024, although no proposed revisions were considered at that time. The Standing Committee noted that the Finance Committee of the Commission will make recommendations related to the Administrative Fund and Shared Services Agreement; however, at this time there was insufficient information on future Commission expenses regarding meeting space utilization, staffing needs, technology needs, and other areas for which there could be a budget impact. The QASP determined it would continue to monitor this matter in relation to CODA's long-term strategic plan. Additional information is found within the Report of the Standing Committee on Finance (**Finance Report p. 1900, Winter 2025**).

Additional Quality Assurance and Strategic Planning Items for Discussion

Activities Related to the Commission on Dental Accreditation of Canada (CDAC): The Standing Committee on Quality Assurance and Strategic Planning (QASP) received an update regarding the CDAC's request to CODA to consider reciprocity in oral medicine. The Committee noted that CODA staff had inquired related to the CDAC's members on an Ad Hoc Committee to consider oral medicine reciprocity and is awaiting a response from the Commission on Dental Accreditation of Canada.

Trends in Dental Education, Practice, Research, and Higher Education, and Update on United States Department of Education and General Accreditation Matters: The Standing Committee on Quality Assurance and Strategic Planning (QASP) discussed several trends in higher education and accreditation. The QASP noted the United States Department of Education (USDE) petition for re-recognition process and timeline, as noted above. Additionally, QASP noted the Commission's ongoing efforts to provide professional development to Commissioners through Mega Issue discussions, which recently focused on artificial intelligence, and a planned session in Winter 2025 on assessment in dental education.

Quality Assurance and Strategic Planning Committee Recommendation: This report is informational in nature and no action is required.

Commission Actions:

COMMISSION ON DENTAL ACCREDITATION 2022-2026 STRATEGIC PLAN

Mission, Vision and Values

Mission

The Commission on Dental Accreditation serves the public and dental professions by developing and implementing accreditation standards that promote and monitor the continuous quality and improvement of dental education programs.

Vision

The Commission on Dental Accreditation is a globally recognized leader for accrediting educational programs in the dental professions.

Values

The Commission is committed to:

- Collegiality
- Consistency
- Integrity
- Quality
- Transparency

Adopted August 5, 2016; Revised August 6, 2021

2022-2026 Areas of Strategic Priority

Accreditation Process and Outcomes

- Viability and impact of the accreditation process
- Global accreditation
- Technology for the accreditation process

Organizational Effectiveness

- Long term continued financial self-sufficiency
- Technology for communication, internal processes
- Human Resources capacity
- Future structure, including size, of the Commission and new dental discipline(s)

Confidence in Accreditation and the Commission's Reputation

- Communication and messaging strategies and platforms
- Analysis and demonstration of the outcomes and impact of accreditation
- Involvement of communities of interest

Area of Strategic Priority: Accreditation Process and Outcomes

Goals	Strategies
<p>The Commission’s process of accreditation is viewed by programs as a valuable resource in guiding continuous programmatic improvements.</p>	<p>Foster the real value of the accreditation process to programs.</p>
	<p>Review and develop mechanisms to increase program appreciation of the value of accreditation, including appreciation for the process of standards development.</p>
	<p>Provide greater guidance to eligible programs in the accreditation process through enhanced technology usage (electronic accreditation) and mapping processes, a library of tools, expanding resources, and improved templates.</p>
<p>The Commission continues to be the trustworthy accrediting agency for all dental education programs with communities of interest, including licensing entities.</p>	<p>Monitor licensure requirements in the United States and Canada.</p>
	<p>Educate the licensure community on the value of Commission accreditation.</p>
<p>The Commission supports and guides the process for U.S. and international program accreditation.</p>	<p>Survey programs to determine if our approach is comprehensive.</p>
	<p>Foster and maintain relationships with international programs and organizations.</p>

Area of Strategic Priority: Organizational Effectiveness

Goals	Strategies
<p>The Commission has continued financial self-sufficiency to carry out its activities related to the Commission’s business purpose and operations.</p>	<p>Develop resources to cover emergency expenses, unforeseen circumstances, strategic initiatives, and have appropriate autonomous access to these resources.</p>
	<p>Continue to establish robust and financially sustainable processes to accredit U.S. and international programs to improve dental education worldwide.</p>
<p>The Commission is efficient in managing the accreditation processes, both internal and external.</p>	<p>Review and streamline current internal and external accreditation processes to realize financial efficiencies.</p>
	<p>Review and refine electronic processes for submission of materials from programs.</p>
	<p>Review and refine electronic processes for material review by Review Committees and the Commission.</p>
<p>The Commission’s human and operational resource capacity reflects the skill sets needed to support its strategic and operational needs.</p>	<p>Review and build human (staff and volunteer) and operational resource capacity to meet the current and future demands of the Commission.</p>
<p>The Commission’s structure meets the changing environment of dental education and practice.</p>	<p>Initiate and lead the discussion with communities of interest to evaluate the structure of the Commission with regard to representation from the communities of interest (for example, organize a summit).</p>
	<p>Continually evaluate committee structures.</p>
	<p>Monitor the dental education environment for changes that may affect the Commission’s structure.</p>

Area of Strategic Priority: Confidence in Accreditation and the Commission’s Reputation

Goals	Strategies
The Commission regularly assesses its communication, messaging strategies, and platforms to enhance its impact.	Obtain a baseline for communication and messaging.
	Develop electronic platforms to deliver messaging across communities of interest.
	Enhance communication on a regular basis from Commission staff to governmental agencies (Federal, State and Local).
The Commission consistently tracks analysis and demonstration of the outcomes and impact of accreditation.	Study the accreditation process using appropriate strategies, including engaging with an outside expert consultant.
The Commission effectively involves its communities of interest in the work of the Commission.	Conduct presentations at major professional meetings, and increase opportunities for involvement through workshops and virtual platforms.
	Develop webinars, informational graphics, and training materials for programs and site visitors.
	Enhance communication via synchronous and asynchronous sessions.

COMMISSION ON DENTAL ACCREDITATION 2022-2026 Strategic Plan				
MISSION	VISION	VALUES	GOALS (Area of Strategic Priority)	STRATEGIES
<p>The Commission on Dental Accreditation serves the public and dental professions by developing and implementing accreditation standards that promote and monitor the continuous quality and improvement of dental education programs.</p>	<p>The Commission on Dental Accreditation is a globally recognized leader for accrediting educational programs in the dental professions.</p>	<p>The Commission is committed to:</p> <p>Collegiality Consistency Integrity Quality Transparency</p>	<p><u>1. Accreditation Process and Outcomes:</u></p> <p>1. The Commission’s process of accreditation is viewed by programs as a valuable resource in guiding continuous programmatic improvements.</p> <p>2. The Commission continues to be the trustworthy accrediting agency for all dental education programs with communities of interest, including licensing entities.</p> <p>3. The Commission supports and guides the process for U.S. and international program accreditation.</p>	<p>1a) Foster the real value of the accreditation process to programs.</p> <p>1b) Review and develop mechanisms to increase program appreciation of the value of accreditation, including appreciation for the process of standards development.</p> <p>1c) Provide greater guidance to eligible programs in the accreditation process through enhanced technology usage (electronic accreditation) and mapping processes, a library of tools, expanding resources, and improved templates.</p> <p>2a) Monitor licensure requirements in the United States and Canada.</p> <p>2b) Educate the licensure community on the value of Commission accreditation.</p> <p>3a) Survey programs to determine if our approach is comprehensive.</p> <p>3b) Foster and maintain relationships with international programs and organizations.</p>
			<p><u>2. Organizational Effectiveness:</u></p> <p>1. The Commission has continued financial self-sufficiency to carry out its activities related to the Commission’s business purpose and operations.</p> <p>2. The Commission is efficient in managing the accreditation processes, both internal and external.</p>	<p>1a) Develop resources to cover emergency expenses, unforeseen circumstances, strategic initiatives, and have appropriate autonomous access to these resources.</p> <p>1b) Continue to establish robust and financially sustainable processes to accredit U.S. and international programs to improve dental education worldwide.</p> <p>2a) Review and streamline current internal and external accreditation processes to realize financial efficiencies.</p> <p>2b) Review and refine electronic processes for submission of materials from programs.</p> <p>2c) Review and refine electronic processes for material review by Review Committees and the Commission.</p>

			<p>3. The Commission’s human and operational resource capacity reflects the skill sets needed to support its strategic and operational needs.</p> <p>4. The Commission’s structure meets the changing environment of dental education and practice.</p> <p><u>3. Confidence in Accreditation and the Commission’s Reputation:</u></p> <p>1. The Commission regularly assesses its communication, messaging strategies, and platforms to enhance its impact.</p> <p>2. The Commission consistently tracks analysis and demonstration of the outcomes and impact of accreditation.</p> <p>3. The Commission effectively involves its communities of interest in the work of the Commission.</p>	<p>3a) Review and build human (staff and volunteer) and operational resource capacity to meet the current and future demands of the Commission.</p> <p>4a) Initiate and lead the discussion with communities of interest to evaluate the structure of the Commission with regard to representation from the communities of interest (for example, organize a summit).</p> <p>4b) Continually evaluate committee structures.</p> <p>4c) Monitor the dental education environment for changes that may affect the Commission’s structure.</p> <p>1a) Obtain a baseline for communication and messaging.</p> <p>1b) Develop electronic platforms to deliver messaging across communities of interest.</p> <p>1c) Enhance communication on a regular basis from Commission staff to governmental agencies (Federal, State and Local).</p> <p>2a) Study the accreditation process using appropriate strategies, including engaging with an outside expert consultant.</p> <p>3a) Conduct presentations at major professional meetings, and increase opportunities for involvement through workshops and virtual platforms.</p> <p>3b) Develop webinars, informational graphics, and training materials for programs and site visitors.</p> <p>3c) Enhance communication via synchronous and asynchronous sessions.</p>
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**COMMISSION ON DENTAL ACCREDITATION
2022-2026 Strategic Plan**

Strategic Priority 1: Accreditation Process and Outcomes (updates for prior year in red)

Goal	Strategy	Status
<p>1. The Commission's process of accreditation is viewed by programs as a valuable resource in guiding continuous programmatic improvements.</p>	<p>a) Foster the real value of the accreditation process to programs.</p>	<ul style="list-style-type: none"> • Site Visit Orientation Webinar (March 2023 and April 2024; 3 sessions) • NADL Educator's Conference (March 2023, May 2024) • Program Director 101 Webinar (April and October 2023, March and April 2024) • Q&A Webinar (March 2023, March 2024) • Special Care Dentistry Association Director's Meeting (April 2023, December 2024) • HRSA Annual Grantees Meeting (May and September 2023) • ADEA Allied Dental Program Director's Meeting (June 2023, June 2024) • AADOCR Meeting (October 2023) • ADEA Fall Meeting (October 2023) • CODA Annual Report (December 2023, December 2024) • Developed and distributed a template for allied dental programs to use regarding a curriculum cross-walk • Post CODA-meeting e-mails to announce important CODA actions and reminders (twice, winter and summer, for all disciplines of CODA) • In support of programs, CODA Senior Director and Senior Manager has conducted several information exchange sessions with the HRSA

		<p>staff regarding CODA application process and HRSA funding opportunities.</p>
	<p>b) Review and develop mechanisms to increase program appreciation of the value of accreditation, including appreciation for the process of standards development.</p>	<ul style="list-style-type: none"> • Updates to CODA website regarding the application process and revisions to Criteria for clarity; 2024: Ongoing updates to CODA website to maintain current information on Standards, Guidelines, etc. • Hearing on Standards, spring and fall 2023 and 2024 • Program Director 101 Webinar (April and October 2023, March and April 2024)
	<p>c) Provide greater guidance to eligible programs in the accreditation process through enhanced technology usage (electronic accreditation) and mapping processes, a library of tools, expanding resources, and improved templates.</p>	<ul style="list-style-type: none"> • 2024: 18 new programs granted accreditation • Program Director 101 Webinar (April and October 2023, March and April 2024) • Site Visit Orientation Webinar (March 2023 and April 2024; 3 sessions) • Revised Criteria for Granting Accreditation to clarify requirements • Created new verification page for privacy and data security • Update to application materials to include reference to Criteria and program completion of Criteria Checklist, which help direct programs to these requirements and direct site visitors to portions of application that address Criteria • E-Portal (new E-accreditation portal in beginning stages of development; 2024: Progress is ongoing with build out of program application system) • Revision of Submission Guidelines for Use of Educational Activity Sites, and Distance Education to create a usable table for program reporting • Developed and Implemented Guidelines for Enrollment Increases in Dental Hygiene Education Programs

		<ul style="list-style-type: none"> Developed and distributed a template for allied dental programs to use regarding a curriculum cross-walk
2. The Commission continues to be the trustworthy accrediting agency for all dental education programs with communities of interest, including licensing entities.	a) Monitor licensure requirements in the United States and Canada.	<ul style="list-style-type: none"> Ongoing: Conversations with state agencies related to Accreditation Standards, CODA process, and educational program requirements. Ongoing: Address large number of emails from internationally educated dentists and allied dental personnel on CODA process and licensure in the United States. CODA presented information on the international and U.S. CODA accreditation process to the California Dental Board on November 8, 2024.
	b) Educate the licensure community on the value of Commission accreditation.	<ul style="list-style-type: none"> 80 State boards invited to attend site visits; 2024: 74 invited to attend site visits 29 State boards participated in site visits; 2024: 31 participated in site visits Provided countless verification of accreditation for programs to interested parties (state agencies, credentialing organizations, etc.) CODA presented information on the international and U.S. CODA accreditation process to the California Dental Board on November 8, 2024. CODA Senior Director and Senior Manager has conducted several information exchange sessions with the HRSA staff regarding CODA application process and HRSA funding opportunities.
3. The Commission supports and guides the process for U.S. and international program accreditation.	a) Survey programs to determine if our approach is comprehensive.	<ul style="list-style-type: none"> TBD
	b) Foster and maintain relationships with international programs and organizations.	<ul style="list-style-type: none"> Ongoing, via relationship with CDAC, other international accreditation organizations, and International Standing Committee Presentation to Canadian Dental Associations of Chief Executive Officers, Dental Regulatory

		<p>Bodies, Examination Bodies, and Insurance Services (December 2023)</p> <ul style="list-style-type: none">• Meetings with new CDAC Executive Director• Attended CDAC Review Committee Meetings in Fall 2024 (virtual)
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COMMISSION ON DENTAL ACCREDITATION
2022-2026 Strategic Plan

Strategic Priority 2: Organizational Effectiveness (updates for prior year in red)

Goal	Strategy	Status
1. The Commission has continued financial self-sufficiency to carry out its activities related to the Commission's business purpose and operations.	1a) Develop resources to cover emergency expenses, unforeseen circumstances, strategic initiatives, and have appropriate autonomous access to these resources.	<ul style="list-style-type: none"> • CODA signed shared services agreement with ADA September 2022, expires January 1, 2025; agreement expired • CODA Financial Operations Comparative Analysis Study to be completed in 2024; 2024: Study completed in spring 2024 and CODA finances (at that time) found to be stable and adequate.
	1b) Continue to establish robust and financially sustainable processes to accredit U.S. and international programs to improve dental education worldwide.	<ul style="list-style-type: none"> • CODA signed shared services agreement with ADA September 2022, expires January 1, 2025; agreement expired • CODA Financial Operations Comparative Analysis Study to be completed in 2024; 2024: Study completed in spring 2024 and CODA finances (at that time) found to be stable and adequate.
2. The Commission is efficient in managing the accreditation processes, both internal and external.	2a) Review and streamline current internal and external accreditation processes to realize financial efficiencies.	<ul style="list-style-type: none"> • E-Portal (new E-accreditation portal in beginning stages of development); 2024: CODA is in the process of building out the new database application and self-study site configuration and back-end database, which will improve CODA's electronic processes.
	2b) Review and refine electronic processes for submission of materials from programs.	<ul style="list-style-type: none"> • E-Portal (new E-accreditation portal in beginning stages of development); 2024: CODA is in the process of building out the new database application and self-study site configuration and back-end database, which will improve CODA's electronic processes.

	2c) Review and refine electronic processes for material review by Review Committees and the Commission.	<ul style="list-style-type: none"> • E-Portal (new E-accreditation portal in beginning stages of development); 2024: CODA is in the process of building out the new database application and self-study site configuration and back-end database, which will improve CODA's electronic processes.
3. The Commission's human and operational resource capacity reflects the skill sets needed to support its strategic and operational needs.	3a) Review and build human (staff and volunteer) and operational resource capacity to meet the current and future demands of the Commission.	<ul style="list-style-type: none"> • Modified CODA staffing roles and hired two (2) of three (3) CODA-approved staff positions in 2023. • In 2023, CODA approved hire of one (1) additional full-time staff in 2024. • In 2024, hired Manager, Communication and Data Management, hired new position Manager, Training and Assessment; hired new position Senior Manager, Administration and Committees, and filled vacant positions in coordinator and manager areas. Currently one open position – Manager, Advanced Dental Education. Human capital to be monitored related to future needs. • CODA Financial Operations Comparative Analysis Study to be completed in 2024 and will include information on staff resources and volunteer engagement. 2024: Study completed in spring 2024 and CODA finances (at that time) found to be stable and adequate. • Completed work of Ad Hoc Committee on Volunteerism, with further review of volunteerism by Finance Committee along with comparative analysis in 2024.
4. The Commission's structure meets the changing environment of dental education and practice.	4a) Initiate and lead the discussion with communities of interest to evaluate the structure of the Commission with regard to representation from the communities of interest (for example, organize a summit).	<ul style="list-style-type: none"> • 2024: CODA received the Report and Recommendation from the American Dental Association's Dental Deans' Stakeholder Engagement Process. CODA directed an Ad Hoc Committee study this report. Updates to occur in 2025.

	<p>4b) Continually evaluate committee structures.</p>	<ul style="list-style-type: none"> • Monitoring, and discuss with CODA leadership and discipline-specific Review Committee Chairs related to vacancies and volunteer needs • 2024: CODA received the Report and Recommendation from the American Dental Association’s Dental Deans’ Stakeholder Engagement Process. CODA directed an Ad Hoc Committee study this report. Updates to occur in 2025.
	<p>4c) Monitor the dental education environment for changes that may affect the Commission’s structure.</p>	<ul style="list-style-type: none"> • Ongoing • CODA reviewed request to initiate accreditation process for operative dentistry, cariology and biomaterials in Winter 2023, and determined a process would not be developed. • 2024: CODA received the Report and Recommendation from the American Dental Association’s Dental Deans’ Stakeholder Engagement Process. CODA directed an Ad Hoc Committee study this report. Updates to occur in 2025.

COMMISSION ON DENTAL ACCREDITATION 2022-2026 Strategic Plan		
Strategic Priority 3: Confidence in Accreditation and the Commission's Reputation (updates for prior year in red)		
Goal	Strategy	Status
1. The Commission regularly assesses its communication, messaging strategies, and platforms to enhance its impact.	1a) Obtain a baseline for communication and messaging.	<ul style="list-style-type: none"> • Communication study distributed in Fall 2023 per CODA directive, with report to CODA expected in Winter 2024. • In Winter 2024, CODA adopted the 2024-2028 Communication Plan and Strategy. Work has begun on the plan. • In November 2024, CODA hired the Manager, Communication and Data Management, and hired a new position Manager, Training and Assessment, which will ensure ongoing communication and training strategies for the Commission.
	1b) Develop electronic platforms to deliver messaging across communities of interest.	<ul style="list-style-type: none"> • TBD, based on communication plan results • E-Portal (new E-accreditation portal in beginning stages of development) may be considered for delivery of messages across communities of interest. • 2024: CODA is in the process of building out the new e-accreditation system, which will improve CODA's electronic communication through the system to both programs and CODA volunteers, and other communities of interest.
	1c) Enhance communication on a regular basis from Commission staff to governmental agencies (Federal, State and Local).	<ul style="list-style-type: none"> • Several discussions with external agencies related to organizations/institutions that may sponsor advanced dental education programs • Several conversations with state dental boards on CODA requirements for accreditation • HRSA Annual Grantees Meeting (May and September 2023) • AADOCR Meeting (October 2023)

		<ul style="list-style-type: none"> • Communication with US Department of Education, as needed; 2024: several communications in 2024 regarding FAFSA and USDE criteria for recognition of accrediting agencies • CODA presented information on the international and U.S. CODA accreditation process to the California Dental Board on November 8, 2024. • CODA Senior Director and Senior Manager has conducted several information exchange sessions with the HRSA staff regarding CODA application process and HRSA funding opportunities.
<p>2. The Commission consistently tracks analysis and demonstration of the outcomes and impact of accreditation.</p>	<p>2a) Study the accreditation process using appropriate strategies, including engaging with an outside expert consultant.</p>	<ul style="list-style-type: none"> • In 2022, CODA sought outside legal/accreditation expertise for the study of organizations/institutions that may sponsor advanced dental education programs. Proposed Standards are being circulated until June 1, 2024. 2024: Standards were adopted, with implementation January 1, 2025. • In 2023, CODA engaged with a finance consultant to assist the finance committee regarding CODA's operational budget process and comparison among other accreditors. Work to be completed in 2024. 2024: Study completed in spring 2024 and CODA finances (at that time) found to be stable and adequate.
<p>3. The Commission effectively involves its communities of interest in the work of the Commission.</p>	<p>3a) Conduct presentations at major professional meetings, and increase opportunities for involvement through workshops and virtual platforms.</p>	<ul style="list-style-type: none"> • Site Visitor Update Webinar (March 2023 and April 2024; 3 sessions) • Site Visit Orientation Webinar (March 2023 and April 2024; 3 sessions) • NADL Educator's Conference (March 2023, May 2024) • Program Director 101 Webinar (April and October 2023, March and April 2024) • Q&A Webinar (March 2023, March 2024)

		<ul style="list-style-type: none"> • Special Care Dentistry Association Director’s Meeting (April 2023, December 2024) • HRSA Annual Grantees Meeting (May and September 2023) • ADEA Allied Dental Program Director’s Meeting (June 2023, June 2024) • AADOCR Meeting (October 2023) • ADEA Fall Meeting (October 2023) • Hearing on Standards, spring and fall 2023 and 2024 • Site Visitor Training Program (June and October 2023; June 2024) • New Commissioner, Review Committee and Appeal Board training webinar (December 2023; December 2024) • Presentation to Canadian Dental Associations of Chief Executive Officers, Dental Regulatory Bodies, Examination Bodies, and Insurance Services (December 2023) • CODA presented information on the international and U.S. CODA accreditation process to the California Dental Board on November 8, 2024. • CODA Senior Director and Senior Manager has conducted several information exchange sessions with the HRSA staff regarding CODA application process and HRSA funding opportunities.
	<p>3b) Develop webinars, informational graphics, and training materials for programs and site visitors.</p>	<ul style="list-style-type: none"> • Ongoing, see above for all presentations • 2024: Predoctoral Chair Training, Fall 2024, with additional sessions planned in 2025 • 2024: Chair Trainings for Allied and Advanced • 2024 – Created new verification page for privacy and data security • In November 2024, CODA hired a new position Manager, Training and Assessment

		<ul style="list-style-type: none"> • Developed enhanced guidelines for reporting to CODA to include fillable tables for required submission components (2 documents recently converted) • Revised Sensitive Personal Information (SPI) and Protected Health Information (PHI) process and guidelines. • Revised administration verification page for submission of reports, in alignment with new SPI/PHI process. • 2023 – webinars and training programs, as noted above
	<p>3c) Enhance communication via synchronous and asynchronous sessions.</p>	<ul style="list-style-type: none"> • All sessions conducted virtually to allow for maximum attendance from broad communities of interest. • 2023: 99 people attending spring hearing on standards; 2024: 442 Registered; 223 Attended • 2023: 161 people attended fall hearing on standards; 2024: 485 Registered; 261 Attended • 2023: 100 people attended Q&A; 2024: 120 attended Q&A • 2023: 686 people attended Program Director 101 (394 April; 292 October); 2024: 325 total (20 March; 205 April) • 2023: 455 people attended site visitor trainings (303 June; 152 October); 2024: 137 Attended • 2023: 69 people attended new Commissioner, Review Committee and Appeal Board training; 2024: 67 Attended

COMMISSION ON DENTAL ACCREDITATION
Operational Effectiveness Tracking
 (Updated: January 2025; prior year updates are noted in red)

Strategic Priority 1: Accreditation Process and Outcomes

Goal	Strategy
1. The Commission’s process of accreditation is viewed by programs as a valuable resource in guiding continuous programmatic improvements.	a) Foster the real value of the accreditation process to programs.
	b) Review and develop mechanisms to increase program appreciation of the value of accreditation, including appreciation for the process of standards development.
	c) Provide greater guidance to eligible programs in the accreditation process through enhanced technology usage (electronic accreditation) and mapping processes, a library of tools, expanding resources, and improved templates.
2. The Commission continues to be the trustworthy accrediting agency for all dental education programs with communities of interest, including licensing entities.	a) Monitor licensure requirements in the United States and Canada.
	b) Educate the licensure community on the value of Commission accreditation.
3. The Commission supports and guides the process for U.S. and international program accreditation.	a) Survey programs to determine if our approach is comprehensive.
	b) Foster and maintain relationships with international programs and organizations.

Monitoring Mechanisms	Evaluation Mechanism	When Evaluated	Who Collects Data	Who Assesses Data	Results	Resulting Action
Conduct Validity and Reliability of Accreditation Standards	As required by policy, conduct validity and reliability study of Accreditation Standards	Periodically based on review cycle	Director/Managers	RC/QASP/CODA	No validity and reliability studies initiated in 2023. 2024: Dental Assisting; Oral Medicine; Oral and Maxillofacial Radiology	<ul style="list-style-type: none"> Dental Anesthesiology circulated through June 1, 2023, adopted Summer 2023. DPH – Circulating, V&R Study Orofacial Pain – Circulating, V&R Study 2024: All standard circulated for validity study. Dental Assisting continuing work to review Standards; OM and OMR adopted Standards are posted.
Review proposed Standards revision(s) to ensure experimentation and innovation are permitted.	Circulate proposed standards revisions to appropriate Review Committee and CODA	Periodically	Director/Managers	RC/QASP/CODA	Predoctoral, DA, DLT, OMR, OFF, DPH, OMS, PED, and All Advanced programs.	<ul style="list-style-type: none"> Several proposed revisions were considered by CODA in 2024. Some resulted in proposed changes circulated to communities of interest, others resulted in Ad Hoc Committee review. Predoctoral – ongoing via Ad Hoc Committee; 2024: ongoing Dental Assisting – Revised Standards 2-7 and 3-6 in 2023; 2024: ongoing review for validity and reliability DLT review of Standards related to technology DPH – Revised Standard 2-24 OMR – Revised, new Standard 4-16

						<ul style="list-style-type: none"> • Orofacial Pain – Revised, new Standard 2-10 • PED – revised anesthesia Standard • All Advanced Disciplines – Circulating, regarding sponsoring organization/authority to operate; 2024: adopted with implementation January 1, 2025 • Oral and Maxillofacial Surgery – Circulating, other proposed revisions beyond sponsoring organization/authority to operate; 2024: adopted with implementation July 1, 2025 • AEGD and GPR Standards circulated for optional second year; comments to be reviewed Winter 2025 • Orofacial Pain Standard 2-11 circulating for comment and will be reviewed in Summer 2025
Maintain recognition by USDE	Maintain ongoing compliance with recognition criteria. Report agency activity to USDE as required by recognition criteria	Ongoing	Director	QASP/ CODA	Ongoing	<ul style="list-style-type: none"> • 2023 and 2024 - ongoing, notifications to USDE sent following each CODA meeting in accordance with regulations. • 2020 – 2022, and October 2022, re-recognition granted to CODA for the full scope of five (5) years, with no reporting requirements. • 2024: several communications in 2024 regarding FAFSA and USDE

						<p>criteria for recognition of accrediting agencies</p> <ul style="list-style-type: none"> Next re-recognition: 2027; petition due early July 2025
Facilitate participation of state dental licensing boards on site visits, as appropriate	Log of State Board participation	Annual	Director/Managers	QASP/CODA	Invited state dental licensing boards to site visits.	<ul style="list-style-type: none"> Ongoing 80 State boards invited to attend site visits; 2024: 74 invited to attend site visits 29 State boards participated in site visits; 2024: 31 participated in site visits
Receive and act on reports and publications on trends and changes.	Reports and publications received and evaluated.	As necessary	Director/Managers	QASP/CODA	<p>CODA directed Ad Hoc Committee on Predoctoral Dental Education Standards to consider diversity, special needs patients, and orofacial pain proposed revisions. 2024: Ongoing</p> <p>CODA directed Ad Hoc Committee review of Pediatric</p>	<ul style="list-style-type: none"> Directed further consideration and review by Review Committees or Ad Hoc Committees, as applicable. Completed 2023: CODA directed Ad Hoc Committee review of state dental associations' request for change to standards on ratios.

					<p>Dentistry Standards related to sedation. 2024: Ongoing</p> <p>CODA directed Ad Hoc Committee review of Dental Assisting Program Closures and Discontinuance; 2024: Ongoing</p> <p>CODA directed Ad Hoc Committee review of Dental Hygiene Standards related to faculty to student ratios; 2024: Ongoing</p> <p>CODA directed Ad Hoc Committee review of Orthodontics and Dentofacial</p>	
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					<p>Orthopedics Standards related to faculty to student/resident ratios; 2024: Ongoing</p> <p>CODA directed Ad Hoc Committee on CODA Professional Development; 2024: Ongoing</p> <p>CODA directed Ad Hoc Committee on Artificial Intelligence; 2024: Ongoing</p> <p>2024: CODA directed Ad Hoc Committee to review Report and Recommendation from the American Dental Association's</p>	
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					<p>Dental Deans' Stakeholder Engagement Process</p> <p>2024: CODA directed Ad Hoc Committee to review requests for accreditation in two (2) areas of dentistry</p> <p>2024: CODA directed all Review Committees to consider topic of program director administrative oversight of sites, and topic of diversity and humanistic culture and learning environment</p>	
Engage with International groups in dental and higher	Log of organizations with which	Annually	Director	QASP/CODA	CDAC provided report to CODA during summer 2023 and	<ul style="list-style-type: none"> Ongoing monitoring Completed through work of the Standing Committee on

<p>education and accreditation in order to monitor accreditation trends.</p>	<p>CODA has engaged</p>				<p>summer 2024 CODA meeting.</p> <p>Engaged with several international programs interested in predoctoral dental accreditation.</p> <p>CODA presented information on the international and U.S. CODA accreditation process to the California Dental Board on November 8, 2024.</p>	<p>International Accreditation or via CODA staff</p>
<p>Maintain reciprocal agreement with Commission on Dental Accreditation of Canada</p>	<p>Review and comment on proposed CDAC revisions; encourage site visit observation and meeting attendance</p>	<p>Ongoing</p>	<p>Director</p>	<p>QASP/CODA</p>	<p>Maintain ongoing communication with CDAC</p>	<ul style="list-style-type: none"> • In 2024, CODA and CDAC could review reciprocal agreement based on governance change within CDAC, effective 2023, that it is now an independent legal entity from the Canadian Dental Association. Carry to 2025 • CODA reviewed proposed revisions to CDAC Standards

	among CDAC and CODA					<p>(Predoctoral and Advanced Education)</p> <ul style="list-style-type: none"> • 2024: CODA provided comment to CDAC on proposed dental anesthesiology Standards • 2024: CODA communication to CDAC regarding oral medicine reciprocity study and is awaiting a response • 2024: CODA staff observed CDAC site visit (in person) • 2024: CODA staff attended CDAC Review Committee meetings (virtual)
Conduct and assess post-site visit evaluations from programs and site visitors.	Post-site visit surveys for programs and site visitors.	Ongoing	Director, Managers and Site Visit Coordinators	QASP/CODA	<p>Action taken when needed related to conduct of a site visit.</p> <p>CODA established new Standing Committee on Site Visit Process and Training, effective Summer 2023.</p>	<ul style="list-style-type: none"> • Site visit feedback will be considered by Standing Committee. 2024: Ongoing • Development of additional training for site visitors is underway. 2024: Ongoing, predoctoral chair training in fall 2024; allied and advanced chair training occurred in 2024 • Site Visitor Training Program (June and October 2023; June 2024) • 2024: Sent email update communications to all site visitors following winter and summer CODA meetings.

					2024: Standing Committee conducting work to support site visit evaluation and training process.	<ul style="list-style-type: none"> 2024: Conducted site visitor update sessions and invited all active and appointed site visitors.
Foster ongoing monitoring of dental education programs.	Annual survey, Program change reports, Additional sites, etc.	Ongoing	Director, Managers	QASP/Review Committees/ CODA	<p>Ongoing: Conduct and review Annual Surveys and other program changes reported (or request reporting by a program) to ensure ongoing monitoring and compliance with Standards</p>	<ul style="list-style-type: none"> Place programs on CODA agenda when needed. CODA adopted new Guidelines for dental hygiene program enrollment increase reports. 2024: Developed and distributed a template for allied dental programs to use regarding a curriculum cross-walk 2024: 846 accreditation actions taken on dental, advanced dental, and allied dental education programs.

Strategic Priority 2: Organizational Effectiveness

Goal	Strategy
1. The Commission has continued financial self-sufficiency to carry out its activities related to the Commission’s business purpose and operations.	1a) Develop resources to cover emergency expenses, unforeseen circumstances, strategic initiatives, and have appropriate autonomous access to these resources.
	1b) Continue to establish robust and financially sustainable processes to accredit U.S. and international programs to improve dental education worldwide.
2. The Commission is efficient in managing the accreditation processes, both internal and external.	2a) Review and streamline current internal and external accreditation processes to realize financial efficiencies.
	2b) Review and refine electronic processes for submission of materials from programs.
	2c) Review and refine electronic processes for material review by Review Committees and the Commission.
3. The Commission’s human and operational resource capacity reflects the skill sets needed to support its strategic and operational needs.	3a) Review and build human (staff and volunteer) and operational resource capacity to meet the current and future demands of the Commission.
4. The Commission’s structure meets the changing environment of dental education and practice.	4a) Initiate and lead the discussion with communities of interest to evaluate the structure of the Commission with regard to representation from the communities of interest (for example, organize a summit).
	4b) Continually evaluate committee structures.
	4c) Monitor the dental education environment for changes that may affect the Commission’s structure.

Monitoring Mechanism	Evaluation Mechanism	When Evaluated	Who Collects Data	Who Assesses Data	Results	Resulting Action
Ensure ongoing financial stability of CODA	Establish and monitor CODA short- and long-term financial planning	Ongoing	Director/Managers	Finance/QASP/CODA	CODA finances are stable (at this time)	<ul style="list-style-type: none"> In progress - CODA consultation with a finance expert to assist in long-term financial planning and budget preparation. 2024: Study completed in spring 2024 and CODA finances (at that time) found to be stable and adequate. CODA signed shared services agreement with ADA September 2022, expires January 1, 2025; agreement expired 2024: CODA received the Report and Recommendation from the American Dental Association’s Dental Deans’ Stakeholder Engagement Process. CODA directed an Ad Hoc Committee study this report. Updates to occur in 2025.
Engage with ADA to complete Bylaws changes in support of CODA governance and financial autonomy	Assess activity of ADA/CODA Relationship Workgroup and submit Resolutions to ADA House	Annually	Director	QASP/CODA	CODA and ADA signed Intercompany Memorandum of Understanding and Services Agreement in September 2022	<ul style="list-style-type: none"> Financial autonomy still under discussion In progress - CODA consultation with a finance expert to assist in long-term financial planning and budget preparation. 2024: Study completed in spring 2024 and CODA finances (at that time) found to be stable and adequate.

						<ul style="list-style-type: none"> • 2025 – CODA and ADA should review Services Agreement, which will expire January 1, 2025 • 2024: CODA received the Report and Recommendation from the American Dental Association’s Dental Deans’ Stakeholder Engagement Process. CODA directed an Ad Hoc Committee study this report. Updates to occur in 2025.
Develop and distribute site visitor training materials within specified timeframes	Number of site visitors trained annually, completion of training program	Annual	Director/Managers	QASP/ CODA	<p>455 site visitors trained in 2023</p> <p>137 site visitors trained in 2024</p> <p>Staff developed a streamlined annual paperwork submission process.</p> <p>Staff provided training and continues to solicit site visitors in all disciplines.</p>	<ul style="list-style-type: none"> • Site Visitor Training Program (June and October 2023; June 2024) • Summer 2023 - CODA established the Standing Committee on Site Visit Process and Training • CODA will continue to enhance training materials and methods to ensure reviewers are prepared to perform program evaluations. • 2024: Predoctoral Chair Training, Fall 2024, with additional sessions planned in 2025 • 2024: Chair Trainings for Allied and Advanced

<p>Continue the development of online and web-based training materials</p>	<p>Number of site visitors trained annually, completion of training program</p>	<p>Annual</p>	<p>Director/ Managers</p>	<p>QASP/ CODA</p>	<p>See above</p>	<ul style="list-style-type: none"> • See above • Exploring training options via new E-accreditation portal • In November 2024, CODA hired the new position Manager, Training and Assessment, which will ensure ongoing communication and training strategies for the Commission. • 2024: Exploring a new Learning Management System to enhance online training.
<p>Encourage use of information technologies that reduce administrative costs to the CODA and sponsoring institutions.</p>	<p>Monitor and log technology advancements to enhance effectiveness of CODA business processes</p>	<p>Periodically</p>	<p>Director/ Managers</p>	<p>ComTech/ QASP/ CODA</p>	<p>Finalized contract with vendor for new E-Accreditation Portal. Work to be completed in 2024.</p> <p>Developed electronic submission process for site visitor, Review Committee, CODA member, and Appeal Board annual paperwork.</p>	<ul style="list-style-type: none"> • E-Portal (new E-accreditation portal in beginning stages of development) and site to be completed in 2025 • 2024: ongoing

					2024: CODA is in the process of building out the new e-accreditation system, which will improve CODA's electronic communication through the system to both programs and CODA volunteers, and other communities of interest.	
Ongoing review of human and resource capital to proactively identify and address future demands.	Monitor and act upon CODA staff and resource needs to address future demands	Periodically	Director	QASP/Finance/ CODA	<p>CODA staffing returning to full capacity.</p> <p>Modified CODA staffing roles and hired two (2) of three (3) CODA-approved staff positions in 2023.</p>	<ul style="list-style-type: none"> • CODA will hire one (1) additional full-time staff in 2024, approved by CODA in Summer 2023. 2024: Completed • 2024: CODA received the Report and Recommendation from the American Dental Association's Dental Deans' Stakeholder Engagement Process. CODA directed an Ad Hoc Committee study this report. Updates to occur in 2025.

					<p>In 2023, CODA approved hire of one (1) additional full-time staff in 2024.</p> <p>In 2024, hired Manager, Communication and Data Management, hired new position Manager, Training and Assessment; hired new position Senior Manager, Administration and Committees, and filled vacant positions in coordinator and manager areas. Currently one open position – Manager, Advanced Dental Education.</p>	
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					Human capital to be monitored related to future needs.	
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Strategic Priority 3: Confidence in Accreditation and the Commission’s Reputation

Goal		Strategy				
1. The Commission regularly assesses its communication, messaging strategies, and platforms to enhance its impact.		1a) Obtain a baseline for communication and messaging.				
		1b) Develop electronic platforms to deliver messaging across communities of interest.				
		1c) Enhance communication on a regular basis from Commission staff to governmental agencies (Federal, State and Local).				
2. The Commission consistently tracks analysis and demonstration of the outcomes and impact of accreditation.		2a) Study the accreditation process using appropriate strategies, including engaging with an outside expert consultant.				
3. The Commission effectively involves its communities of interest in the work of the Commission.		3a) Conduct presentations at major professional meetings, and increase opportunities for involvement through workshops and virtual platforms.				
		3b) Develop webinars, informational graphics, and training materials for programs and site visitors.				
		3c) Enhance communication via synchronous and asynchronous sessions.				
Monitoring Mechanism	Evaluation Mechanism	When Evaluated	Who Collects Data	Who Assesses Data	Results	Resulting Action
Communicate with other accrediting agencies to stay current on regulatory changes and trends	Engage with accreditors through ASPA and Chicago Area Accreditor meetings	Ongoing	Director/Managers	QASP/CODA	CODA director and staff attends ASPA meetings. Ongoing Director and staff attends ASPA webinars periodically throughout the year. Ongoing	<ul style="list-style-type: none"> Continue attending ASPA and Chicago Accreditors meetings

					Director and managers attend Chicago Accreditors meetings, as available. Ongoing	
Routinely distribute current accreditation status information to communities of interest.	Publish and distribute accreditation status within 30 days of Commission meeting.	Semi-annual	Director/Managers	QASP/CODA	<p>Following each CODA meeting, within 7 days the Summary of Major Actions has been distributed.</p> <p>Accreditation Status information distributed within 30 days and more frequently as required by CODA policy.</p> <p>Notify USDE, per regulations for recognized accreditors.</p>	<ul style="list-style-type: none"> Ongoing

					Provided countless verification of accreditation for programs to interested parties (state agencies, credentialing organizations, etc.)	
Update the CODA website within 30 days of the Commission meeting	Report on completion of update and number of website visits	Semi-annual	Director/Managers	QASP/CODA	Accreditation Status information distributed within 30 days and more frequently as required by CODA policy	<ul style="list-style-type: none"> Ongoing
Create a comprehensive communication plan that supports timely and accurate communication with all CODA communities of interest	Log communication activities that support timely and accurate information sharing with communities of interest	Periodically	Director/Managers	ComTech/QASP/CODA	Communication Survey sent to communities of interest. Data reviewed by Standing Committee. Communication Plan to be reviewed by	<ul style="list-style-type: none"> Communication study distributed in Fall 2023 per CODA directive, with report to CODA expected in Winter 2024. 2024: CODA adopted the 2024-2028 Communication Plan and Strategy. Work is ongoing.

					<p>CODA Winter 2024.</p> <p>In Winter 2024, CODA adopted the 2024-2028 Communication Plan and Strategy. Work has begun on the plan.</p> <p>In November 2024, CODA hired the Manager, Communication and Data Management, which will ensure ongoing communication for the Commission.</p>	
Publish newsletter, alerts, and other communication tools and maintain up-to-date web-page	Report dates of completion and distribution.	Ongoing	Director/ Managers	ComTech/ QASP/ CODA	<p>Announcements sent on regular basis via CODA Alert Emails; 2024 Ongoing</p> <ul style="list-style-type: none"> • Ongoing • Continue to publish newsletter, news alerts and Annual Report • Establish communication plan, see above 	

to inform community of interest					<p>Annual Report published December 2023; December 2024</p> <p>CODA Communicator Newsletter put on hold in 2023 and 2024 due to various competing priorities; however, information was disseminated using other mechanisms.</p>	<ul style="list-style-type: none"> Maintain current information on website
Engage with other organizations within CODA’s community of interest to provide current information about CODA and foster relationships	Report dates and type of activity	Ongoing and as requested	Director/Managers	QASP/CODA	<p>Presentations in 2023:</p> <p>NADL Educator’s Conference (March 2023, May 2024)</p> <p>ADEA Allied Dental Program Director’s Meeting (June</p>	<ul style="list-style-type: none"> Ongoing

					<p>2023, June 2024)</p> <p>Special Care Dentistry Association Director's Meeting (April 2023, December 2024)</p> <p>HRSA Annual Grantees Meeting (May and September 2023)</p> <p>AADO CR Meeting (October 2023)</p> <p>Presentation to Canadian Dental Associations of Chief Executive Officers, Dental Regulatory Bodies, Examination Bodies, and</p>	
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					<p>Insurance Services (December 2023)</p> <p>CODA presented information on the international and U.S. CODA accreditation process to the California Dental Board on November 8, 2024.</p> <p>CODA Senior Director and Senior Manager has conducted several information exchange sessions with the HRSA staff regarding CODA application process and</p>	
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					HRSA funding opportunities.	
Create and administer various webinars and workshops to inform and engage with CEOs, dental deans, program directors, volunteers and other groups.	Report dates and type of activity	Ongoing and as requested	Director/Managers	QASP/CODA	<p>See above related to CODA sessions with outside agencies.</p> <p>Additional presentations:</p> <p>Site Visitor Update Webinar (March 2023 and April 2024; 3 sessions)</p> <p>Site Visit Orientation Webinar (March 2023 and April 2024; 3 sessions)</p> <p>NADL Educator's Conference (March 2023, May 2024)</p>	<ul style="list-style-type: none"> Ongoing

					<p>Program Director 101 Webinar (April and October 2023, March and April 2024)</p> <p>Q&A Webinar (March 2023, March 2024)</p> <p>ADEA Allied Dental Program Director's Meeting (June 2023, June 2024)</p> <p>ADEA Fall Meeting (October 2023)</p> <p>Hearing on Standards, spring and fall 2023 and 2024</p> <p>Site Visitor Training Program (June and October)</p>	
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					<p>2023; June 2024)</p> <p>New Commissioner, Review Committee and Appeal Board training webinar (December 2023; December 2024)</p> <p>Special Care Dentistry Association Director's Meeting (April 2023, December 2024)</p> <p>CODA presented information on the international and U.S. CODA accreditation process to the California Dental Board on</p>	
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					<p>November 8, 2024.</p> <p>CODA Senior Director and Senior Manager has conducted several information exchange sessions with the HRSA staff regarding CODA application process and HRSA funding opportunities.</p> <p>Engagement with CEOs, Deans, volunteers and other groups is ongoing.</p>	
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