

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 20, 2023 Meeting of the QASP: The QASP conducted a virtual meeting on January 20, 2023, which included the following committee members: Dr. Sanjay Mallya (Committee and CODA Chair), Ms. Margaret Bowman-Pensel, Dr. Joseph Giovannitti, Dr. Susan Kass, Dr. Frank Licari, Dr. Garry Myers, and Dr. Timmothy Schwartz. Dr. Carolyn Brown was unable to attend. Dr. Maxine Feinberg, vice chair, CODA, *ex-officio*, was unable to attend. Dr. Sherin Tooks, senior director, CODA, and Ms. Jamie Asher Hernandez, Ms. Kirsten Nadler, Ms. Kathleen Navickas, Ms. Peggy Soeldner, and Ms. Kelly Stapleton, managers, CODA, and Ms. Cathryn Albrecht, senior associate general counsel, ADA/CODA, were in attendance.

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 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 in its first year of the Strategic plan (**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, again noting this is the first year of CODA's strategic plan (**Appendix 3**). Following consideration, the QASP noted the accomplishments in 2022 and progress with ongoing activities related to the strategic initiatives.

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

Consideration of Ongoing Quality Assurance and Strategic Planning Activities

Discussion on CODA Administrative Fund and the 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 Administrative Fund, again noting that in April 2020 the ADA Board of Trustees directed a cap limit of \$300,000.00 on the Fund. The Committee also noted that the most recent ADA-CODA Shared Services Agreement was signed in September 2022 for the period of January 1, 2022 through January 1, 2025. The QASP members noted that the Commission's Standing Committee on Finance continues to oversee and make recommendations to the Commission on both the Administrative Fund and Intercompany Memorandum of Understanding and Services Agreement, as is their charge by the Commission. Additional information is found within the Report of the Standing Committee on Finance.

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

Additional Quality Assurance and Strategic Planning Items for Discussion

Activities Related to the Commission on Dental Accreditation of Canada (CDAC): The QASP members learned that in November 2022, at its Annual General Meeting, the CDAC's Final Report and Recommendations of the Governance Review Steering Committee (GRSC) were unanimously approved. With the GRSC Report approval, beginning in 2023, the Commission on Dental Accreditation of Canada (CDA) became an independent legal entity under a new governance model (**Commission-only Appendix**). It was noted that the CDAC's mandate will remain virtually unchanged; however, the Standing Committee noted that a review of the CODA and CDAC Reciprocal Agreement may be warranted at a future date, given the new independent structure of the CDAC.

Additionally, the Standing Committee learned of two (2) calls for comment on proposed revisions to CDAC Accreditation Standards for Predoctoral Dental Education Programs and Advanced Dental Education Programs (**Commission-only Appendix**). The members of QASP believed that the proposed changes to the educational standards used by the CDAC continue to align with the Commission's requirements, thus there is no impact, nor a concern related to these changes. No further comment from the Commission is warranted to the CDAC related to these changes.

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

Trends in Dental Education, Practice, Research, and Higher Education, and Update on United States Department of Education, General Accreditation Matters, and CODA Re-Recognition:

The Standing Committee discussed recent trends in higher education, noting that the United States Department of Education (USDE) will initiate another review of federal regulations in the coming year, including those related to distance education.

The QASP also discussed a recent letter from the USDE related to Title IV eligible entities in agreements with Title IV ineligible entities that may conduct educational programs. The QASP believed that more information on this matter was needed to determine what impact, if any, there could be to the Commission on Dental Accreditation and dental education programs. The QASP noted that the Commission is not a Title IV gatekeeper accrediting agency through its recognition with the United States Department of Education.

Finally, the QASP noted CODA recently underwent re-recognition by the USDE. Further information on this matter is included in a separate report.

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

COMMISSION ON DENTAL ACCREDITATION 2022-2026 Strategic Plan				
MISSION	VISION	VALUES	GOALS (Area of Strategic Priority)	STRATEGIES
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.	The Commission on Dental Accreditation is a globally recognized leader for accrediting educational programs in the dental professions.	The Commission is committed to: Collegiality Consistency Integrity Quality Transparency	<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>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><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>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>

**COMMISSION ON DENTAL ACCREDITATION
2022-2026 Strategic Plan**

Strategic Priority 1: Accreditation Process and Outcomes

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"> • Spring site visit orientation webinar • Program Director 101 webinar • Q&A Webinar • 2022 CODA Annual Report
	<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"> • Update to CODA website regarding the application process and development of FAQ, and revisions to Criteria for clarity • Hearing on Standards, spring and fall • Development of guidance policy, schedule and modified Site Visitor Evaluation Report on return in-person site visit following virtual due to COVID
	<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"> • Program Director 101 webinar • Update to CODA website regarding the application process and development of FAQ, and revisions to Criteria for clarity • Revised Criteria for Granting Accreditation • Update to application materials to include reference to Criteria, which help direct programs to these requirements • E-Portal • CODA website redesign and access to program change and other Guideline documents to submit reports

		<ul style="list-style-type: none"> Revision of Submission Guidelines for Distance Education and Educational Activity Sites to create a usable table for program reporting
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"> Director attendance at CDAC meeting Converse with State agencies regarding reciprocal agreement with CDAC
	b) Educate the licensure community on the value of Commission accreditation.	<ul style="list-style-type: none"> State boards invited to attend site visits
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, as permitted due to COVID

**COMMISSION ON DENTAL ACCREDITATION
2022-2026 Strategic Plan**

Strategic Priority 2: Organizational Effectiveness

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 • CODA directed study of financial operations – TBD in 2023
	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 • CODA directed study of financial operations – TBD in 2023
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"> • Staff supports site visit teams virtually, working equally as effective as when in person
	2b) Review and refine electronic processes for submission of materials from programs.	<ul style="list-style-type: none"> • TBD – still awaiting development of electronic accreditation tool
	2c) Review and refine electronic processes for material review by Review Committees and the Commission.	<ul style="list-style-type: none"> • TBD – still awaiting development of electronic accreditation tool
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"> • Nearly all staff vacancies filled in 2022 and early 2023, and CODA approved hire of three (3) additional full-time staff in 2023.
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"> • TBD
	4b) Continually evaluate committee structures.	<ul style="list-style-type: none"> • Monitoring, and discuss with CODA leadership and discipline-specific Review Committee Chairs related to vacancies and volunteer needs.

		<ul style="list-style-type: none"> • Initiated three (3) new Review Committees in 2022 (dental anesthesiology, oral medicine, orofacial pain)
	<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 geriatric dentistry in summer 2022, and determined a process would not be developed • CODA to consider request to initiate accreditation process for operative dentistry, cariology and biomaterials in winter 2023

COMMISSION ON DENTAL ACCREDITATION 2022-2026 Strategic Plan		
Strategic Priority 3: Confidence in Accreditation and the Commission’s Reputation		
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 to occur in 2023 per CODA directive.
	1b) Develop electronic platforms to deliver messaging across communities of interest.	<ul style="list-style-type: none"> • TBD
	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. • CODA leadership presented on the topic of allied dental education standards during a meeting of the American Society of Constituent Dental Executives. • Ongoing communication with US Department of Education through re-recognition process
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.	<ul style="list-style-type: none"> • Sought outside legal/accreditation expertise for the study of organizations/institutions that may sponsor advanced dental education programs. • To do in 2023, engage with a finance consultant to assist the finance committee regarding CODA’s operational budget process and comparison among other accreditors.
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.	<ul style="list-style-type: none"> • Site visitor update training webinar (N=3) • Site visit orientation webinar (N=3) • Q&A Session webinar • Program Director 101 webinar • Hearing on Standards (N=2) • Site Visitor Training webinar • New Commissioner, Review Committee and Appeal Board training webinar

	<p>3b) Develop webinars, informational graphics, and training materials for programs and site visitors.</p>	<ul style="list-style-type: none"> • Ongoing, with development of enhanced guidelines for reporting to CODA to include fillable tables for required submission components (2 documents recently converted) • 2023 – webinars as noted above, and to include additional training for new and ongoing program directors
	<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. • 200 people attending spring hearing on standards • 238 people attended fall hearing on standards • 438 people attended Q&A • 175 people attended Program Director 101 • 109 people attended site visitor training • 37 people attended new Commissioner, Review Committee and Appeal Board training

COMMISSION ON DENTAL ACCREDITATION
Operational Effectiveness Tracking
 (Updated: February 2023)

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	Predoctoral, AEGD, GPR, Orofacial Pain, DPH, PROS, Dental Anesthesiology	<ul style="list-style-type: none"> Studies completed and forwarded to appropriate review committee(s) for review and recommended action by the Commission.
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, AEGD, GPR, Orofacial Pain, DPH, PROS, Dental Anesthesiology	<ul style="list-style-type: none"> Predoctoral – ongoing DPH – ongoing Dental Anesthesiology – ongoing Orofacial Pain – ongoing AEGD, GPR, PROS – finalized standards review/revision
Maintain recognition by USDE	Maintain ongoing compliance with recognition criteria. Report agency activity to USDE as required by recognition criteria	Ongoing	Director	QASP/CODA	2020-2022 – completed petition for re-recognition, file review, observations, response to USDE staff reports, and appearance at NACIQI meeting, and follow-up correspondence	<ul style="list-style-type: none"> October 2022, re-recognition granted to CODA for the full scope of five (5) years, with no reporting requirements. Next re-recognition: 2027

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. 26 site visits included a member of the state board of dentistry in 2022	<ul style="list-style-type: none"> Ongoing
Receive and act on reports and publications on trends and changes.	Reports and publications received and evaluated.	As necessary	Director/ Managers	QASP/CODA	Monitoring	<ul style="list-style-type: none"> Ongoing monitoring
Engage with International groups in dental and higher education and accreditation in order to monitor accreditation trends.	Log of organizations with which CODA has engaged	Annually	Director	QASP/CODA	Met with CDAC, Dental Council of Ireland Director, and Dental Council of New Zealand Director at fall 2022 CDAC meeting	<ul style="list-style-type: none"> Ongoing monitoring
Maintain reciprocal agreement with Commission on Dental Accreditation of Canada	Review and comment on proposed CDAC revisions; encourage site visit observation and meeting attendance	Ongoing	Director	QASP/CODA	Maintain ongoing communication with CDAC	<ul style="list-style-type: none"> CODA and CDAC should review reciprocal agreement based on recent announcement from CDAC that effective 2023 it will function as an independent legal entity from the Canadian Dental Association.

	among CDAC and CODA					
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	Action taken when needed related to conduct of a site visit	<ul style="list-style-type: none"> Virtual site visit feedback will be considered by Ad Hoc Committee on Alternative Site Visit Methods.
Foster ongoing monitoring of dental education programs.	Annual survey, Program change reports, Additional sites, etc.	Ongoing	Director, Managers	QASP/Review Committees/ CODA	Conduct and review Annual Surveys and other program changes reported (or request reporting by a program) to ensure ongoing monitoring and compliance with Standards	<ul style="list-style-type: none"> Place programs on CODA agenda when needed.

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	<ul style="list-style-type: none"> • CODA has directed consultation with a finance expert to assist in long-term financial planning and budget preparation.
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 • CODA has directed consultation with a finance expert to assist in long-term financial planning and budget preparation.
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	109 site visitors trained in 2022 Staff developed a streamlined annual paperwork submission process Staff provided training and continues to solicit site	<ul style="list-style-type: none"> • CODA will continue to enhance training materials and methods to ensure reviewers are prepared to perform program evaluations

					visitors in all disciplines	
Continue the development of online and web-based training materials	Number of site visitors trained annually, completion of training program	Annual	Director/ Managers	QASP/ CODA	See above	<ul style="list-style-type: none"> See above
Encourage use of information technologies that reduce administrative costs to the CODA and sponsoring institutions.	Monitor and log technology advancements to enhance effectiveness of CODA business processes	Periodically	Director/ Managers	ComTech/ QASP/ CODA	Developed electronic submission process for site visitor, Review Committee, CODA member, and Appeal Board annual paperwork	<ul style="list-style-type: none"> E-Portal upgrade still under review and development
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	CODA staffing returning to full capacity	<ul style="list-style-type: none"> CODA will hire three (3) full-time staff in 2023

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 attends ASPA meeting, and director and managers attend Chicago Accreditors meeting.	<ul style="list-style-type: none"> Continue attending ASPA and Chicago Accreditors

<p>Routinely distribute current accreditation status information to communities of interest.</p>	<p>Publish and distribute accreditation status within 30 days of Commission meeting.</p>	<p>Semi-annual</p>	<p>Director/ Managers</p>	<p>QASP/CODA</p>	<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>	<ul style="list-style-type: none"> Ongoing
<p>Update the CODA website within 30 days of the Commission meeting</p>	<p>Report on completion of update and number of website visits</p>	<p>Semi-annual</p>	<p>Director/ Managers</p>	<p>QASP/CODA</p>	<p>Accreditation Status information distributed within 30 days and more frequently as required by CODA policy</p>	<ul style="list-style-type: none"> Ongoing
<p>Create a comprehensive communication plan that supports timely and accurate</p>	<p>Log communication activities that support timely and accurate information</p>	<p>Periodically</p>	<p>Director/ Managers</p>	<p>ComTech/ QASP/ CODA</p>	<p>No action in 2022 due to competing priorities with COVID</p>	<ul style="list-style-type: none"> Communication survey and plan to be completed in accordance with CODA directive

communication with all CODA communities of interest	sharing with communities of interest					
Publish newsletter, alerts, and other communication tools and maintain up-to-date web-page to inform community of interest	Report dates of completion and distribution.	Ongoing	Director/ Managers	ComTech/ QASP/ CODA	Announcements sent on regular basis Annual Report published December 2022 CODA website redesigned and implemented October 2022 Newsletter put on hold in 2022 due to various competing priorities; however, information was disseminated using other mechanisms	<ul style="list-style-type: none"> Continue to publish newsletter, news alerts and Annual Report Establish communication plan Maintain current information on website
Engage with other organizations within CODA's community of	Report dates and type of activity	Ongoing and as requested	Director/ Managers	QASP/CODA	Ongoing engagement with state dental boards and	<ul style="list-style-type: none"> Ongoing

<p>interest to provide current information about CODA and foster relationships</p>					<p>professional organizations</p> <p>CODA leadership spoke with ASCDE in November 2022</p>	
<p>Create and administer various webinars and workshops to inform and engage with CEOs, dental deans, program directors, volunteers and other groups.</p>	<p>Report dates and type of activity</p>	<p>Ongoing and as requested</p>	<p>Director/Managers</p>	<p>QASP/CODA</p>	<p>See above related to CODA workshops and training sessions</p> <p>By invitation, CODA leadership spoke with ASCDE in November 2022</p> <p>Engagement with CEOs, Deans, volunteers and other groups is ongoing</p>	<ul style="list-style-type: none"> Ongoing