

## **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 17, 2024 Meeting of the QASP:** The QASP conducted a virtual meeting on January 17, 2024. **Members of the Standing Committee:** Dr. Maxine Feinberg (chair), Ms. Margaret Bowman-Pensel, Dr. Joseph Giovannitti, Dr. Frank Licari, Dr. Garry Myers, Dr. Monica Nenad, and Dr. Nancy Rosenthal were in attendance. Dr. Carolyn Brown was unable to attend the meeting. **Commission Staff:** Dr. Sherin Tooks, senior director, CODA, and Ms. Jamie Asher Hernandez, Ms. Kathleen Navickas, Ms. Yesenia Ruiz, Ms. Peggy Soeldner, and Ms. Kelly Stapleton, managers, CODA, and Ms. Samara Schwartz, senior associate general counsel, CODA, were also 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 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**).

Following consideration, the QASP noted the accomplishments in 2023 and progress with ongoing activities related to the strategic initiatives. Of note, the QASP identified a significant increase in attendance of CODA's Program Director 101 training from 175 attendees in 2022 to over 600 attendees in 2023. Additionally, outreach to communities of interest was significant in 2023, with CODA staff presenting information at several professional meetings. The QASP noted that in 2024, CODA staff plans to incorporate additional training and "on-demand" short videos for program use to aid in developing and submitting reports to the Commission. The QASP also noted CODA will investigate methods through which it can post short videos and other tools on its website or through another online system, for programs, site visitors, and the public.

**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**

*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 learned that the Commission's Standing Committee on Finance continues to oversee both the Commission's Administrative Fund and Intercompany Memorandum of Understanding and Services Agreement. The QASP learned that the Finance Committee recommended, at their recent meeting, to begin discussions with the ADA regarding the next Shared Services Agreement. Additional information is found within the Report of the Standing Committee on Finance (Finance Report p. 1900, Winter 2024).

**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 Standing Committee on Quality Assurance and Strategic Planning (QASP) members noted that the Commission on Dental Accreditation of Canada circulated proposed revisions to its dental assisting and dental hygiene Accreditation Standards in Fall 2023. The QASP did not identify any concerns related to the proposed revisions. However, the QASP members believed that the Commissioner in each discipline should carefully review the Standards and communicate with CODA staff if any concerns exist, in which case those concerns could be shared with QASP for further consideration of a recommended action by CODA. The QASP also felt that future proposed Standards revisions by the CDAC could be forwarded directly to the appropriate discipline-specific CODA Commissioner for review. If concerns arose from the Commissioner's review, QASP could further consider the topic and recommend a course of action to be taken by the Commission.

**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 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 that the United States Department of Education (USDE) will undergo Negotiated Rulemaking in 2024, with several topics on the agenda, including holding institutions accountable for quality education. Other topics discussed related to the Department of Education's release of a report on strategies for increasing diversity in higher education, noting that although this initiative was brought forward by the Department there are several states in which laws are in place to further regulate efforts focused on diversity, equity, inclusion and belonging. Artificial intelligence and distance education were also discussed, noting that CODA should continue to monitor trends in these areas and the impact of dental education. The QASP also learned of recent Arbitration Guidelines circulated by the USDE, which require that adverse actions of an institutional accrediting agency be subject to initial arbitration, and that all recognized institutional accrediting agencies should establish policies on arbitration. It was learned that there have been additional questions related to the Arbitration Guidelines and more information may be needed.

Finally, the QASP noted two (2) potential changes in funding within higher education that may affect CODA-accredited educational programs, particularly those in allied dental education. The QASP noted that changes to the Pell Grant have been implemented to expand funding opportunities for short-term workforce training programs leading to career advancement. Additionally, the QASP learned of a potential recent change in Title IV Student Financial Aid (§ 668.14 Program participation agreement), which would affect programs that prepare students for gainful employment in a recognized occupation. The Title IV change will require an institution to establish a need for training and a reasonable relationship between the length of the program and entry-level requirements for the occupation. The QASP believed that the Title IV change, taking effect July 1, 2024, may have an impact on dental assisting and dental laboratory technology education programs, and further information is needed to study this issue. Therefore, the QASP believed that the Commission should investigate these changes to determine the impact on CODA-accredited allied dental education programs, with a report to the Commission at the Summer 2024 meeting through the Ad Hoc Committee on Dental Assisting Program Closure and Discontinuance of Accreditation and QASP.

**Quality Assurance and Strategic Planning Committee Recommendation:** It is recommended that the Commission on Dental Accreditation direct CODA staff to obtain information on recent changes to Pell Grant and Title IV funding, and the impact on CODA-accredited allied dental education programs, with a report to the Commission through its Ad Hoc Committee on Dental Assisting Program Closure and Discontinuance of Accreditation and the Standing Committee on Quality Assurance and Strategic Planning in Summer 2024.

**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
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><b><u>1. Accreditation Process and Outcomes:</u></b></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><b><u>2. Organizational Effectiveness:</u></b></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><b><u>3. Confidence in Accreditation and the Commission’s Reputation:</u></b></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**

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"> <li>• Site Visit Orientation Webinar (March 2023; 3 sessions)</li> <li>• NADL Educator’s Conference (March 2023)</li> <li>• Program Director 101 Webinar (April and October 2023)</li> <li>• Q&amp;A Webinar (March 2023)</li> <li>• Special Care Dentistry Association Director’s Meeting (April 2023)</li> <li>• HRSA Annual Grantees Meeting (May and September 2023)</li> <li>• ADEA Allied Dental Program Director’s Meeting (June 2023)</li> <li>• AADOCR Meeting (October 2023)</li> <li>• ADEA Fall Meeting (October 2023)</li> <li>• CODA Annual Report (December 2023)</li> </ul>
	<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"> <li>• Updates to CODA website regarding the application process and revisions to Criteria for clarity</li> <li>• Hearing on Standards, spring and fall</li> <li>• Program Director 101 Webinar (April and October 2023)</li> </ul>
	<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"> <li>• Program Director 101 Webinar (April and October 2023)</li> <li>• Revised Criteria for Granting Accreditation to clarify requirements</li> </ul>

		<ul style="list-style-type: none"> <li>• 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</li> <li>• E-Portal (new E-accreditation portal in beginning stages of development)</li> <li>• Revision of Submission Guidelines for Use of Educational Activity Sites, and Distance Education to create a usable table for program reporting</li> <li>• Developed and Implemented Guidelines for Enrollment Increases in Dental Hygiene Education Programs</li> </ul>
<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>a) Monitor licensure requirements in the United States and Canada.</p>	<ul style="list-style-type: none"> <li>• Conversations with state agencies related to Accreditation Standards, CODA process, and educational program requirements.</li> <li>• Address large number of emails from internationally educated dentists and allied dental personnel on CODA process and licensure in the United States.</li> </ul>
	<p>b) Educate the licensure community on the value of Commission accreditation.</p>	<ul style="list-style-type: none"> <li>• 80 State boards invited to attend site visits</li> <li>• 29 State boards participated in site visits</li> </ul>
<p>3. The Commission supports and guides the process for U.S. and international program accreditation.</p>	<p>a) Survey programs to determine if our approach is comprehensive.</p>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
	<p>b) Foster and maintain relationships with international programs and organizations.</p>	<ul style="list-style-type: none"> <li>• Ongoing, via relationship with CDAC, other international accreditation organizations, and International Standing Committee</li> <li>• Presentation to Canadian Dental Associations of Chief Executive Officers, Dental Regulatory Bodies, Examination Bodies, and Insurance Services (December 2023)</li> </ul>

**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"> <li>• CODA signed shared services agreement with ADA September 2022, expires January 1, 2025</li> <li>• CODA Financial Operations Comparative Analysis Study to be completed in 2024</li> </ul>
	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"> <li>• CODA signed shared services agreement with ADA September 2022, expires January 1, 2025</li> <li>• CODA Financial Operations Comparative Analysis Study to be completed in 2024</li> </ul>
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"> <li>• E-Portal (new E-accreditation portal in beginning stages of development)</li> </ul>
	2b) Review and refine electronic processes for submission of materials from programs.	<ul style="list-style-type: none"> <li>• E-Portal (new E-accreditation portal in beginning stages of development)</li> </ul>
	2c) Review and refine electronic processes for material review by Review Committees and the Commission.	<ul style="list-style-type: none"> <li>• E-Portal (new E-accreditation portal in beginning stages of development)</li> </ul>
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"> <li>• Modified CODA staffing roles and hired two (2) of three (3) CODA-approved staff positions in 2023.</li> <li>• In 2023, CODA approved hire of one (1) additional full-time staff in 2024.</li> <li>• CODA Financial Operations Comparative Analysis Study to be completed in 2024, and will include information on staff resources and volunteer engagement.</li> <li>• Completed work of Ad Hoc Committee on Volunteerism, with further review of volunteerism by Finance Committee along with comparative analysis in 2024.</li> </ul>

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"> <li>TBD</li> </ul>
	4b) Continually evaluate committee structures.	<ul style="list-style-type: none"> <li>Monitoring, and discuss with CODA leadership and discipline-specific Review Committee Chairs related to vacancies and volunteer needs</li> </ul>
	4c) Monitor the dental education environment for changes that may affect the Commission's structure.	<ul style="list-style-type: none"> <li>Ongoing</li> <li>CODA reviewed request to initiate accreditation process for operative dentistry, cariology and biomaterials in Winter 2023, and determined a process would not be developed.</li> </ul>

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

**Strategic Priority 3: Confidence in Accreditation and the Commission’s Reputation**

Goal	Strategy	Status
<p>1. The Commission regularly assesses its communication, messaging strategies, and platforms to enhance its impact.</p>	<p>1a) Obtain a baseline for communication and messaging.</p>	<ul style="list-style-type: none"> <li>• Communication study distributed in Fall 2023 per CODA directive, with report to CODA expected in Winter 2024</li> </ul>
	<p>1b) Develop electronic platforms to deliver messaging across communities of interest.</p>	<ul style="list-style-type: none"> <li>• TBD, based on communication plan results</li> <li>• E-Portal (new E-accreditation portal in beginning stages of development) may be considered for delivery of messages across communities of interest.</li> </ul>
	<p>1c) Enhance communication on a regular basis from Commission staff to governmental agencies (Federal, State and Local).</p>	<ul style="list-style-type: none"> <li>• Several discussions with external agencies related to organizations/institutions that may sponsor advanced dental education programs</li> <li>• Several conversations with state dental boards on CODA requirements for accreditation</li> <li>• HRSA Annual Grantees Meeting (May and September 2023)</li> <li>• AADOCR Meeting (October 2023)</li> <li>• Communication with US Department of Education, as needed</li> </ul>
<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"> <li>• 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.</li> <li>• 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.</li> </ul>

<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"> <li>• Site Visitor Update Webinar (March 2023; 3 sessions)</li> <li>• Site Visit Orientation Webinar (March 2023; 3 sessions)</li> <li>• NADL Educator’s Conference (March 2023)</li> <li>• Program Director 101 Webinar (April and October 2023)</li> <li>• Q&amp;A Webinar (March 2023)</li> <li>• Special Care Dentistry Association Director’s Meeting (April 2023)</li> <li>• HRSA Annual Grantees Meeting (May and September 2023)</li> <li>• ADEA Allied Dental Program Director’s Meeting (June 2023)</li> <li>• AADOCR Meeting (October 2023)</li> <li>• ADEA Fall Meeting (October 2023)</li> <li>• Hearing on Standards (March and October 2023)</li> <li>• Site Visitor Training Program (June and October 2023)</li> <li>• New Commissioner, Review Committee and Appeal Board training webinar (December 2023)</li> <li>• Presentation to Canadian Dental Associations of Chief Executive Officers, Dental Regulatory Bodies, Examination Bodies, and Insurance Services (December 2023)</li> </ul>
	<p>3b) Develop webinars, informational graphics, and training materials for programs and site visitors.</p>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Developed enhanced guidelines for reporting to CODA to include fillable tables for required submission components (2 documents recently converted)</li> <li>• Revised Sensitive Personal Information (SPI) and Protected Health Information (PHI) process and guidelines.</li> </ul>

		<ul style="list-style-type: none"> <li>• Revised administration verification page for submission of reports, in alignment with new SPI/PHI process.</li> <li>• 2023 – webinars and training programs, as noted above</li> </ul>
	<p>3c) Enhance communication via synchronous and asynchronous sessions.</p>	<ul style="list-style-type: none"> <li>• All sessions conducted virtually to allow for maximum attendance from broad communities of interest.</li> <li>• 99 people attending spring hearing on standards</li> <li>• 161 people attended fall hearing on standards</li> <li>• 100 people attended Q&amp;A</li> <li>• 686 people attended Program Director 101 (394 April; 292 October)</li> <li>• 455 people attended site visitor trainings (303 June; 152 October)</li> <li>• 69 people attended new Commissioner, Review Committee and Appeal Board training</li> </ul>

**COMMISSION ON DENTAL ACCREDITATION**  
**Operational Effectiveness Tracking**  
 (Updated: January 2024)

**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.	<ul style="list-style-type: none"> <li>• Dental Anesthesiology circulated through June 1, 2023, adopted Summer 2023.</li> <li>• DPH – Circulating, V&amp;R Study</li> <li>• Orofacial Pain – Circulating, V&amp;R Study</li> </ul>
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, OMR, OFP, DPH, OMS, and All Advanced programs.	<ul style="list-style-type: none"> <li>• Several proposed revisions were considered by CODA in 2023. Some resulted in proposed changes circulated to communities of interest, others resulted in Ad Hoc Committee review.</li> <li>• Predoctoral – ongoing via Ad Hoc Committee</li> <li>• Dental Assisting – Revised Standards 2-7 and 3-6</li> <li>• DPH – Revised Standard 2-24</li> <li>• OMR – Revised, new Standard 4-16</li> <li>• Orofacial Pain – Revised, new Standard 2-10</li> <li>• All Advanced Disciplines – Circulating, regarding sponsoring organization/authority to operate</li> <li>• Oral and Maxillofacial Surgery – Circulating, other proposed revisions beyond sponsoring organization/authority to operate</li> </ul>

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"> <li>2023 - ongoing, notifications to USDE sent following each CODA meeting in accordance with regulations.</li> <li>2020 – 2022, and October 2022, re-recognition granted to CODA for the full scope of five (5) years, with no reporting requirements.</li> <li>Next re-recognition: 2027</li> </ul>
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"> <li>Ongoing</li> <li>80 State boards invited to attend site visits</li> <li>29 State boards participated in site visits</li> </ul>
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 review of state dental associations’ request for change to standards on ratios.</p> <p>CODA directed Ad Hoc Committee on Predoctoral Dental</p>	<ul style="list-style-type: none"> <li>Directed further consideration and review by Review Committees that oversee allied dental education programs.</li> <li>CODA directed review by Ad Hoc committee to study Predoctoral Dental Education Standards.</li> </ul>

					<p>Education Standards to consider diversity, special needs patients, and orofacial pain proposed revisions.</p> <p>CODA directed Ad Hoc Committee review of Pediatric Dentistry Standards related to sedation.</p> <p>CODA directed Ad Hoc Committee review of Dental Assisting Program Closures and Discontinuance</p>	
Engage with International groups in dental and higher education and accreditation in	Log of organizations with which CODA has engaged	Annually	Director	QASP/CODA	CDAC provided report to CODA during summer 2023 CODA meeting.	<ul style="list-style-type: none"> <li>• Ongoing monitoring</li> <li>• Completed through work of the Standing Committee on International Accreditation</li> </ul>

order to monitor accreditation trends.					Engaged with several international programs interested in predoctoral dental accreditation.	
Maintain reciprocal agreement with Commission on Dental Accreditation of Canada	Review and comment on proposed CDAC revisions; encourage site visit observation and meeting attendance among CDAC and CODA	Ongoing	Director	QASP/CODA	Maintain ongoing communication with CDAC	<ul style="list-style-type: none"> <li>• 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.</li> <li>• CODA reviewed proposed revisions to CDAC Standards (Predoctoral and Advanced Education)</li> </ul>
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.  CODA established new Standing Committee on Site Visit Process and	<ul style="list-style-type: none"> <li>• Site visit feedback will be considered by Standing Committee.</li> <li>• Development of additional training for site visitors is underway.</li> <li>• Site Visitor Training Program (June and October 2023)</li> </ul>

					Training, effective Summer 2023.	
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"> <li>Place programs on CODA agenda when needed.</li> <li>CODA adopted new Guidelines for dental hygiene program enrollment increase reports.</li> </ul>

**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"> <li>In progress - CODA consultation with a finance expert to assist in long-term financial planning and budget preparation.</li> </ul>
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"> <li>Financial autonomy still under discussion</li> <li>In progress - CODA consultation with a finance expert to assist in long-term financial planning and budget preparation.</li> <li>2024 – CODA and ADA should review Services Agreement, which will expire January 1, 2025</li> </ul>
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>Staff developed a streamlined annual paperwork submission process.</p> <p>Staff provided training and continues to solicit site</p>	<ul style="list-style-type: none"> <li>Site Visitor Training Program (June and October 2023)</li> <li>Summer 2023 - CODA established the Standing Committee on Site Visit Process and Training</li> <li>CODA will continue to enhance training materials and methods to ensure reviewers are prepared to perform program evaluations.</li> </ul>

					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"> <li>See above</li> <li>Exploring training options via new E-accreditation portal</li> </ul>
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	<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"> <li>E-Portal (new E-accreditation portal in beginning stages of development) and site to be completed in 2024</li> </ul>
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"> <li>CODA will hire one (1) additional full-time staff in 2024, approved by CODA in Summer 2023.</li> </ul>

**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 meetings.  Director attends ASPA webinars periodically throughout the year.	<ul style="list-style-type: none"> <li>Continue attending ASPA and Chicago Accreditors meetings</li> </ul>

					Director and managers attend Chicago Accreditors meetings, as available.	
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>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
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	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

					required by CODA policy	
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 CODA Winter 2024.	<ul style="list-style-type: none"> <li>Communication study distributed in Fall 2023 per CODA directive, with report to CODA expected in Winter 2024.</li> </ul>
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	<p>Announcements sent on regular basis via CODA Alert Emails</p> <p>Annual Report published December 2023</p> <p>CODA Communicator Newsletter put on hold in 2023 due to various competing priorities; however, information was</p>	<ul style="list-style-type: none"> <li>Continue to publish newsletter, news alerts and Annual Report</li> <li>Establish communication plan, see above</li> <li>Maintain current information on website</li> </ul>

					disseminated using other mechanisms.	
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)</p> <p>Special Care Dentistry Association Director’s Meeting (April 2023)</p> <p>HRSA Annual Grantees Meeting (May and September 2023)</p> <p>AADOCR Meeting (October 2023)</p> <p>Presentation to Canadian Dental Associations of</p>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

					Chief Executive Officers, Dental Regulatory Bodies, Examination Bodies, and Insurance Services (December 2023)	
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	See above related to CODA sessions with outside agencies.  Additional presentations in 2023:  Site Visitor Update Webinar (March 2023; 3 sessions)  Site Visit Orientation Webinar (March 2023; 3 sessions)	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

					<p>Program Director 101 Webinar (April and October 2023)</p> <p>Q&amp;A Webinar (March 2023)</p> <p>ADEA Allied Dental Program Director's Meeting (June 2023)</p> <p>ADEA Fall Meeting (October 2023)</p> <p>Hearing on Standards (March and October 2023)</p> <p>Site Visitor Training Program (June and October 2023)</p> <p>New Commissioner,</p>	
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					<p>Review Committee and Appeal Board training webinar (December 2023)</p> <p>Engagement with CEOs, Deans, volunteers and other groups is ongoing.</p>	
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