

# Strategic Roadmap & Take Action Pledge

*Advancing a Humanistic Environment within Dental Education*

## Overview

Over the next three years, ADEA invites all deans and program directors to work to **address goals 1-3 as outlined in the strategic roadmap**. Recognizing that each campus is uniquely different based on composition, location, available resources, current initiatives that focus on creating a humanistic environment (based on the CODA standard), the roadmap includes multiple opportunities for **campuses to self-select how to participate based on their needs, resources and current state**. For campuses that have access to their climate study data or similar data points, begin by reviewing the data. Then, designated staff persons should use the self-assessment tool to gauge where their campus lies in terms of reaching their intended goals. To help narrow down options for campuses, each key implementation activity will be assigned emerging, proficient, and advanced. This roadmap outlines actionable opportunities or key implementation activities and strategies for campuses to advance DEIB on their respective campuses. Campuses are asked to engage in all three goals based on their campus needs and are not limited to the strategies outlined in this roadmap.

## A Focus on Supporting CODA Accreditation Standard: Humanistic Environment



Commission on Dental Accreditation

The CODA Accreditation Standard focusing on a humanistic environment is the foundation for this strategic roadmap. This alignment will allow dental schools and allied dental education programs to align their strategic priorities further to meet this accreditation standard.

## A Collective Impact

Goals 1-3 were developed based on key findings in the 2022 ADEA Climate Study across dental schools and allied dental education programs in the United States and Canada. If all dental schools and allied dental education programs work towards each of the outlined goals, we will collectively advance a humanistic environment within oral health education. To measure our impact, impact targets were developed that align with baseline metrics from survey responses. We aim to increase or decrease (based on specific measurements) by 5% across dental education over the next 2-3 years in preparation for reassessment.

## Strategic Goals to Advance a Humanistic Environment within Dental Education

• To create a campus-level culture and environment that values and promotes diversity, inclusion, equity, and belonging, where all campus members (students, faculty, staff, and administrators) feel respected, valued, and able to contribute their unique perspectives and talents.

**Humanistic & Inclusive Environment**

1

• Campuses will aim to implement comprehensive, equitable, and inclusive policies and procedures that foster diversity, equity, inclusion, and belonging at all levels.

**Equitable Policies & Practices**

2

• Dental schools and allied dental education programs participating in the ADEA Climate Study Take-Action Pledge will further create a humanistic environment that will focus on eliminating bias and discrimination within academic dentistry.

**Bias & Discrimination – Take Action Pledge**

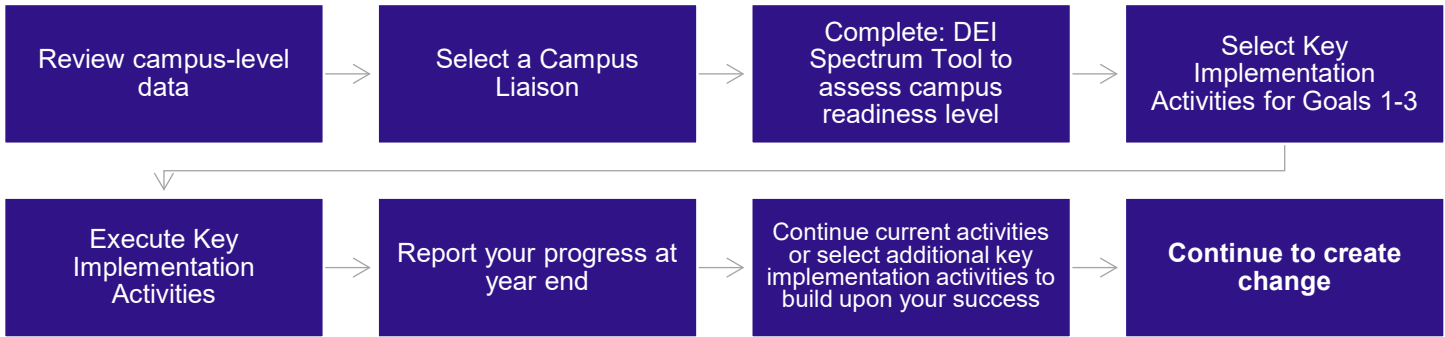
3

• ADEA will support participating campuses by investing in data collection and assessment processes, identifying and deploying resources, and providing educational opportunities to further diversity, equity, inclusion, and belonging within dental education.

**ADEA Support for Campuses**

4

**Steps to Participate**



**Participation—Meeting Campuses Where They Are**

To assist campuses in determining which key implementation activities may be the best opportunity for their campus, we recommend beginning with a self-assessment tool. The Diversity, Equity, and Inclusion (DEI) Spectrum Tool is a nationally recognized tool for institutions to conduct self-assessments. The tool assesses 12 categories related to diversity, equity, inclusion and belonging that help to promote a humanistic environment that aligns with the CODA Standard. The tool has been adapted to the following categories: emerging, proficient, and advanced. Each aligns with all key implementation activity options and are divided based on the previous categories for schools and programs to select an activity that aligns with their self-assessment rating.

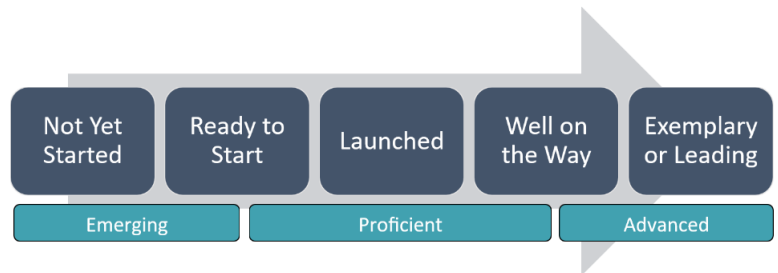
Every participating campus and program within dental education is uniquely different and will self-select how they participate in these goals. ADEA aims to empower campuses to make necessary changes and provide tools rather than evaluate how your campus does it.

Accountability at the campus level is your commitment to participation, not how well your campus performs. No judgment, repercussions, or comparisons will be made based on your campus’s level of engagement. ADEA’s role is to support your commitment to this pledge.

**Diversity, Equity and Inclusion Spectrum Tool**



DEI Component	Not Yet Started	Ready to Start	Launched	Well on the Way	Exemplary or Leading
<b>DEI Vision</b>	Does not see DEI as relevant to its work	Recognizes the importance of DEI to its work and is contemplating its next steps	Recognizes the importance of DEI to its work and is in the process of developing a shared DEI vision	Has developed a shared DEI vision and is working to align the organization’s programs and operations with this vision	Has integrated DEI in organizational mission and vision statements which are actively being used to guide the organization’s programs and operations
<b>Commitment</b>	Does not have an interest in advancing its DEI work	Is interested in advancing its DEI work and is considering how to do so	Is interested in advancing its DEI work and has put some strategies or actions in motion	Is actively engages in advancing its DEI work	A commitment to DEI is fully institutionalized throughout the organization, both internally and externally
<b>Leadership</b>	Members of management, staff or board have not taken leadership on DEI issues	A few members of management, staff, or board are leading the DEI discussion	A DEI point person or team is leading the organization’s DEI work	All levels of management, staff, and board are taking leadership on DEI issues	Organization is a DEI leader and is helping to build the field and best practices; leadership demonstrates accountability to clients, constituents, stakeholders



**Measuring & Reporting Your Success**

Each participating campus will be asked to report their progress at the end of each year as an opportunity for ADEA to continue to gather essential data to track overall progress, quantify participation, and celebrate the success of participating campuses. ADEA will adhere to all data collection processes executed during the 2022 climate study to ensure that participating campus data remain unidentifiable in all progress reports and dashboards. To ensure confidentiality, all data shared will be in the aggregate form and similarly reported.

Examples of Key Implementation Activities

<b>Area of Focus</b>	Humanistic & Inclusive Environment
<b>Goal #1</b>	To create a campus-level culture and environment that values and promotes diversity, inclusion, equity, and belonging, where all campus members (students, faculty, staff, and administrators) feel respected, valued, and able to contribute their unique perspectives and talents.

Humanistic & Inclusive Environment			
Key Implementation Activities & Strategies	Accountable Party	Campus Readiness Level (Emerging, Proficient, Advanced)	Recommended Execution Timeframe
Create a Vision Statement for DEIB		Emerging	3 months
Conduct stay interviews focusing on environmental factors, workstyles, benefits, management practices, training, and development to increase retention and enhance your campus environment for staff.		Emerging	3 months
Audit where students spend the most time convening and find ways to leverage these spaces to increase belonging		Emerging	4 months
Develop targeted programs for campus leadership to model behaviors of a humanistic environment.		Emerging	6 months
Create an intentional strategy to engage with historically marginalized campus members to foster greater inclusion.		Proficient	3 months
Define accountability for your campus and communicate it.		Proficient	3 months
Develop DEIB-related competencies for all community members. Execute and evaluate.		Proficient	4 months
Collaborative Decision-making: Adopt an inclusive decision-making model. Involve multiple stakeholders in decision-making processes to prevent individual biases from dominating the outcome. Rely on data and evidence-based approaches in decision-making rather than personal opinions or assumptions.		Proficient	6 months (create & adopt); 9-12 months (training & execution)
Invest in mentoring programs and opportunities for marginalized identities both at the campus level and within dentistry.		Advanced	6 months
Evaluate current mentorship programs and identify gaps in support for historically underrepresented populations in dental education.		Advanced	2-4 months
Pay Equity and Promotion Transparency: Conduct regular pay equity audits to ensure fair compensation practices across gender, race, and other identity dimensions.		Advanced	Ongoing (6-9 months for the first audit)

Goal 3: Bias & Discrimination - Take Action Pledge

As part of a comprehensive strategy, Goal 3 was included in the roadmap and will operate separately from goal one and two. Goal 3 is a take action pledge. Dental schools and allied dental education programs will work to **address bias and discrimination** on their campus by focusing on **two or more** of the outlined pledge commitments over the **next three years**. This pledge will include a dedicated website and a dashboard with success metrics. The pledge commitments have corresponding key implementation activities associated with each topic.

