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

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.

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

- 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.

- 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.
Steps to Participate

1. Review campus-level data
2. Select a Campus Liaison
3. Complete: DEI Spectrum Tool to assess campus readiness level
4. Select Key Implementation Activities for Goals 1-3
5. Execute Key Implementation Activities
6. Report your progress at year end
7. Continue current activities or select additional key implementation activities to build upon your success
8. Continue to create change

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.

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

<table>
<thead>
<tr>
<th>Area of Focus</th>
<th>Humanistic &amp; Inclusive Environment</th>
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<tbody>
<tr>
<td><strong>Goal #1</strong></td>
<td>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.</td>
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**Humanistic & Inclusive Environment**

<table>
<thead>
<tr>
<th>Key Implementation Activities &amp; Strategies</th>
<th>Accountable Party</th>
<th>Campus Readiness Level (Emerging, Proficient, Advanced)</th>
<th>Recommended Execution Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a Vision Statement for DEIB</td>
<td></td>
<td>Emerging</td>
<td>3 months</td>
</tr>
<tr>
<td>Conduct stay interviews focusing on environmental factors, workstyles, benefits, management practices, training, and development to increase retention and enhance your campus environment for staff.</td>
<td></td>
<td>Emerging</td>
<td>3 months</td>
</tr>
<tr>
<td>Audit where students spend the most time convening and find ways to leverage these spaces to increase belonging</td>
<td></td>
<td>Emerging</td>
<td>4 months</td>
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<tr>
<td>Develop targeted programs for campus leadership to model behaviors of a humanistic environment.</td>
<td></td>
<td>Emerging</td>
<td>6 months</td>
</tr>
<tr>
<td>Create an intentional strategy to engage with historically marginalized campus members to foster greater inclusion.</td>
<td>Proficient</td>
<td>Proficient</td>
<td>3 months</td>
</tr>
<tr>
<td>Define accountability for your campus and communicate it.</td>
<td>Proficient</td>
<td>Proficient</td>
<td>3 months</td>
</tr>
<tr>
<td>Develop DEIB-related competencies for all community members. Execute and evaluate.</td>
<td>Proficient</td>
<td>Proficient</td>
<td>4 months</td>
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<tr>
<td>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.</td>
<td>Proficient</td>
<td>Proficient, Advanced (create &amp; adopt); 9-12 months (training &amp; execution)</td>
<td>6 months</td>
</tr>
<tr>
<td>Invest in mentoring programs and opportunities for marginalized identities both at the campus level and within dentistry.</td>
<td>Advanced</td>
<td>Advanced</td>
<td>6 months</td>
</tr>
<tr>
<td>Evaluate current mentorship programs and identify gaps in support for historically underrepresented populations in dental education.</td>
<td>Advanced</td>
<td>Advanced</td>
<td>2-4 months</td>
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<tr>
<td>Pay Equity and Promotion Transparency: Conduct regular pay equity audits to ensure fair compensation practices across gender, race, and other identity dimensions.</td>
<td>Advanced</td>
<td>Advanced</td>
<td>Ongoing (6-9 months for the first audit)</td>
</tr>
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**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.

1. **Resources**
2. **Accountability**
3. **Bias Reduction Strategies**
4. **Collecting and Using Trend Data**
5. **Building Trust**
6. **Policy & Curriculum Review or Development**
7. **Implicit Bias Training**
8. **Reporting Processes and Mechanisms**
9. **Bystander Intervention Practices**
10. **Support Systems and Structures**