

ADEE STRATEGIC PLAN 2019 TO 2021

Growth and sustainability



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Message from the President and ADEE Executive

Dear Colleagues,

Since its creation in 1975, the Association for Dental Education in Europe has supported a vision for the future and purpose of dental education in Europe. For ADEE, “defining, delivering, assuring and continually improving an evidence-based, competences-focused and transparently assessed, student and patient-centered curriculum” is a mission that guides our activities for many years. Since formation, ADEE is committed to promoting excellence in dental education in Europe and will continue to follow and support that vision in the future. ADEE’s vision and indeed its organization needs to adapt to societal, technological, organizational or political changes that are occurring within the higher education and health services system arenas in Europe and worldwide.

The concept of global health is growing and now is placing priority on improving health and achieving health equity for all. Oral health within that concept is considered as a true component of general health, transcending boundaries and calls for inter-professional and even inter-sectoral collaborations. Indeed, promoting good health and well-being (SDG3) within the UN 2030 Agenda for Sustainable Development is interrelated to other goals such as SDG 1 (poverty elimination), SDG 4 (quality education) or SDG 8 (decent work and economic growth). Thus, ensuring equitable access to well-suited, high quality health services is a key component of this agenda and thus implies to renovate accordingly health workforce education. Education and training of oral health professionals is therefore a strategic aspect in order that populations in Europe have access to a competent and adapted oral health workforce that fulfills their needs. ADEE by its activities is a key enabler that helps shape the future of oral health professionals’ education to better address these challenges.

Within this broad context, educating oral health professionals means educating health professionals engaged in actions whose primary intent is to enhance oral health. For ADEE, these have historically been mainly dentists, from community to private practitioners or hospital specialists. Depending on the country, it is now also concerned with other dental professions, educated in higher education institutions, such as dental hygienists, nurses or therapists. But within an inter professional perspective, professionals engaged in actions to enhance oral health can also be physicians, pharmacists, nurses, midwives or public health professionals and community health workers whose main function relates to delivering preventive or curative health services.

In a rapidly changing world, educating oral health professionals implies preparing them to face the challenges of the future. The next generation of oral health professionals will have to manage the health needs of the population within the broader context of sustainable development, major innovations in healthcare and societal changes. Indeed, preventing and managing Non Communicable Diseases in aging populations represents a new generation of complex health challenges that will significantly modify the missions and activities of oral health professionals.

ADEE is committed since its creation to promote excellence in dental education. Indeed, education of health professionals must not be limited to knowledge transmission but should allow the building of true health professionals who master the needed range of competencies for a safe, patient/population-centred and effective practice. In this field,

lifelong learning and continuous professional development, quality insurance, competency-based curriculum development, inter-professional education, social accountability of Dental schools are key components for the future of dental education in Europe.

In the European Union (EU), we all are aware of actual or potential political challenging issues such as Brexit, rising populism and nationalism that may have an impact on our local and European activities. At the 2016 General Assembly ADEE took its first step to make its constitution adapt to the political environment by defining Europe in line with the World health Organisation (WHO), thereby offering inclusion within ADEE to the providers of oral health professional's education within 53 countries. Within the EU, ADEE remains committed to the concept of free movement and ensuring the promotion of competence based education within the European directives that regulate dental education and practice. We are also committed to working in collaboration with regulatory, student and practitioner organisations at an EU level to enable a single voice at the EU table for dental education.

While ADEE is of course a non-political association we must at all times have an acute awareness of our political context. Regardless of the outcome of issues such as Brexit, there will remain a need and a desire for an association's such as ours to ensure member schools throughout Europe continue to evolve their curricula in line with best practices. Regardless of political borders, oral health professionals' education will continue to evolve and this evolution will involve cross border collaboration and expertise.

Thus, this document builds on what our dedicated Executive predecessors created for ADEE since its foundation, continuing our core mission and values of collaborate, and collegial activity with a prospective thinking for building the future of oral health professionals' education in Europe.

Professor Stéphanie Tubert-Jeannin
On behalf of the ADEE Executive Committee 2018 & 2019

ADEE Strategic Plan

Strategic planning is an important exercise for all organisations and ADEE is no exception in this regard. Not only is strategic planning a useful exercise to guide the development of priorities, to communicate issues such as vision, mission and direction but also the strategic planning process itself allows for a time of reflection and clarification on issues that are important and of influence to the organisation.

During late 2018 the ADEE Executive availed on a number of occasions to reflect on the associations changing context, our challenges and our opportunities. Using such contextual information a number of strategic priorities have been identified for 2019 to 2021 by the Executive so as to ensure the continuous growth and development of our Association.

About ADEE

The Association for Dental Education in Europe (ADEE) was founded in 1975 as an independent European organisation representing academic dentistry and the community of dental educators. Since then, ADEE has played an important role by enhancing the quality of education, advancing the professional development of dental educators and supporting research in education and training of oral health personnel.

ADEE brings together a broad-based membership across Europe comprised of dental schools, specialist societies and national associations concerned with dental education.

ADEE Mission Statements

ADEE is committed to the advancement of the highest level of health care for all the people of Europe through its mission statements.

- To promote the advancement and foster convergence towards high standards of dental education
- To promote and help to co-ordinate peer review and quality assurance in dental education and training
- To promote the development of assessment and examination methods
- To promote exchange of staff, students and programmes
- To disseminate knowledge and understanding on education
- To provide a European link with other bodies concerned with education, particularly dental education.

Strategic Task Completion: Re-adoption of ADEE Mission statement

In preparing this strategic plan, the Executive reviewed the ADEE mission statements. The Executive Committee concluded these remains valid and appropriate in the current operating climate and context. This mission also remains consistent with the ADEE charitable purpose of advancement of education.

Governance

ADEE Executive Committee

The ADEE Executive Committee elected by the general assembly governs ADEE. The Executive is the main administrative body of ADEE and ensures the principles of the Constitution of the Association 1996 (revised November 2004 and August 2016) and the Bylaws of the Association 1996 (revised September 2004 and August 2016) are upheld at all times. The Executive is charged with the responsibility of directing and organising ADEE activities, enacting the decisions of the General Assembly and the monitoring of finances. The Executive has the power to appoint executive and administrative officers to serve in administrative functions of the committee. The ADEE Executive Committee in post for the creation of this strategic plan are:

ADEE Executive Officers

President	President Elect	Secretary-General
		
Prof Stéphanie Tubert-Jeannin France	Prof Ilza Akota Latvia	Prof Dr M. Cristina Manzanares Spain
Treasurer	Editor	Past President
		
Prof Dr Petra Hahn Germany	Prof Deborah White United Kingdom	Prof Corrado Paganelli Italy

ADEE Executive Members

		
Prof Rui Amaral Mendes Portugal	Dr Ronald Gorter Netherland	Professor Julia Davies Sweden
		
Dr Barry Quinn, UK Co-opted	Prof Paal Barkvoll, Norway Co-opted	

Administrative Staff

The ADEE office is hosted by the Dublin Dental University Hospital and is currently staffed by:

	
Mr Denis Murphy Chief Administrative Officer	Ms Judith Francis Membership Officer

ADEE Staff are responsible for implementing the day-to-day decisions of the Executive Committee and coordinating the work of ADEE.

THE FUTURE AND PURPOSE OF EUROPEAN DENTAL EDUCATION AN ADEE POLICY POSITION

ADEE is founded on believes and values similar to those espoused by the European Union. Values such as supporting and enhancing human dignity and empowering human rights, democracy, equality, the rule of law and the four freedoms (goods, services, capital and persons): we regard these as the vectors that enable sound cross border academic activities across Europe.

In devising this strategic plan the ADEE executive committee felt it appropriate and prudent to communicate with members and other stakeholders the context framing ADEE's policy and how this informs our vision regarding the future of European Dental Education.

THE CONTEXT:

Through the Paris Communiqué the European countries clearly expressed their pride for what was achieved with the Bologna Process: *"We have built something unique: a European Higher Education Area (EHEA) in which goals and policies are agreed upon at European level, and then implemented in national education systems and higher education institutions. This is an area where governments, higher education institutions and stakeholders are shaping the landscape of higher education together; that demonstrates what a joint effort and continuous dialogue among governments and the higher education sector can attain."*

Despite the different levels of engagements of our members with the national and European political arena, it is very clear that ADEE - and its members - is one of the key stakeholders shaping the landscape of Higher Education in all areas with an impact in Oral Health. Furthermore, in the Communiqué the EU member states dare to envision an EHEA unfolding beyond 2020, hence agreeing to pursue some important goals:

1. *"We will foster and extend integrated transnational cooperation in higher education, research and innovation, for increased mobility of staff, students and researchers, and for more joint study programmes throughout the whole EHEA. We take note with interest of the recent EU initiative on 'European Universities' and we will encourage all our higher education institutions to work in such new settings."*
2. *"We commit to developing the role of higher education in securing a sustainable future for our planet and our societies and to finding ways in which we, as EHEA Ministers, can contribute to meeting the United Nations Sustainable Development Goals at global, European and national levels"*

These two goals are perfectly aligned with ADEE's historical and long-time views and praxis and can only be attained by encouraging and supporting higher education institutions to promote pedagogical innovation in student-centered learning environments and implement study programmes that enable students to develop the competences that can best satisfy personal aspirations and societal needs.

THE FUTURE:

ADEE embed such values within all of its activities and has done so for almost 50 years. This in turn has led to a *modus operandi* within ADEE, where consensus making, collaborative activity, collegiality and mutual respect are the bedrock of everything we do. Guided by such a spirit of expanding collegiality and collaboration among peers and for the betterment of Dental Education, the most recent change to the ADEE constitution (2016) expanded our understanding and definition of Europe to that as expressed by the WHO.

Despite all the technological advances, contemporary societies worldwide seem to dwell in the political and social divide. This evident paradox can only be fought through a reinforcement of the countries commitment to enhance Education and Research. In this endeavour Higher Education Institutions, our membership, constitute the *avant-garde* against the obscurity of ignorance, “fake news” and prejudice.

We will seek to promote communication not only within Europe, but also with similar stakeholders worldwide. The successful and well-structured relation set up between ADEE and ADEA throughout the years is something that we hope to replicate with other regions of the world like South America and Southeast Asia. Furthermore, we will also foster deeper collaborations with the Middle East and Africa, as these regions seek to achieve a sustainable development of their Educational and Health systems, by developing their schools and empowering their own human resources.

The specific nature of Dental Education places ADEE in the crossroad of Higher Education and Health, thus increasing our social responsibility towards the public.

Education-wise, the renewed EU agenda for Higher Education clearly states that “while the contribution of higher education to innovation in the wider economy has long been, and remains, a core part of higher education's 'third mission'; higher education institutions are increasingly giving more emphasis to their wider social responsibility to the communities in which they are located”. Thus further supporting that “Public policy also has an important role to play in opening up universities to their “third mission” and in building synergies between research and education.”

Health-wise, the United Nations Sustainable Development Goals (SDGs) regard health-related SDGs as crucial streams that must and will be monitored in order to enforce National and Global accountability regarding the well-being of the World's population. Keeping this in mind and further reiterating that according to the World Health Organisation, “Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity”, ADEE is committed to train dentists who are far more than just competent technicians, but rather health professionals responsible for oral health and health in general and, therefore, competent to work in interprofessional collaborative care settings.

All in all, ADEE is committed to uphold the schools’ Social Contract.

Because of the important impact that Dental Education has on both fields, it is pivotal that ADEE adopts the improvement of quality of Dental Education across Europe and further afield as its prime concern. In doing so we will take into consideration that ADEE membership is now involved in the training of all members of the dental team. This means

expanding our scope of action to support the development of an educational framework that allows for proper intraprofessional education and care to develop throughout life and across borders, in a sustainable manner that respects the different organizational levels of the National Health services.

For ADEE, defining, delivering, assuring and continually improving an evidence-based, competence focused and transparently assess, student and patient centred curriculum is paramount.

Such a curriculum must be capable of incorporating technological advances that may enhance the learning processes, but also ponder the social determinants of health, thus providing new, mind-forward, socially tailored solutions that better translate the outcomes of Education and Research into society.

Standardisation, though needed in order to enable sound cross boarder activity, must consider national laws, priorities and cultures. Graduates should be equipped with sufficient knowledge, skills and competences to enable a rounded, balanced, ethically and socially accountable practice going forward.

Bearing all this in mind, all output from ADEE will be to encourage curriculum development to the highest possible standards while acknowledging there will be different resources available from country to country. Thus, ADEE's published positions could be best described as an "agreed consensus formed minimum standard".

ADEE is committed to engaging at a European level for the inclusion of a competence approach within the European Professional Qualifications Directives. Additionally ADEE will continue to encourage and where possible promote the concepts of Intra and Inter professional Education and Collaborative Care, as such an approach is an increasing priority for many countries.

As a registered charity, ADEE has never been concerned with profit making. Its focus is on its charitable purpose of the advancement and improvement of European Dental Education. Much of ADEE activity is therefore focused on assisting those who request it, through school visitation, curriculum consultation, peer review and knowledge dissemination.

The Strategic Planning Process

There are many models that could be applied to the strategic planning for ADEE. However, the following simple interrelated four-step model was used to guide strategy development on this occasion.

To commence the process, three questions were posed to the Executive:

1. Where are we now: to explore our current context and standing within that context
2. Where should we be going: what are the aims and aspirations for ADEE
3. How do we get there: how can we actively make the changes needed



Each question led to a single or a number of sub tasks and questions. For example, 'where are we now', led to discussions on environmental analysis, SWOT and STEP analysis as well as considerable discussion on European and local political arena.

Much of these discussion are summaries in the following pages in a structured manner for presentation.

STEP Analysis

Understanding ADEE operational context is critical to identifying factors from the environment that could impact on ADEE future and development. Issues such as social and political factors many of which are outside the control of ADEE need to be considered and in some case appropriately managed.

The following graphic summaries key issues under the headings of Social, Technological, Economic and Political factors that the Executive considered worthy of mention and consideration.

Social factors and narrative		Technological factors and narrative	
<ul style="list-style-type: none"> Membership demographics 	<ol style="list-style-type: none"> Historically membership is driven by one or two members of staff, for many schools these have/are retiring and new designate person not being involved For Schools to value ADEE the individuals involved in ADEE for the school must feel as if they receive benefit from participation For some there may be a perception of ADEE as being 'an old boys club', being driven by whom you know rather than your expertise 	<ul style="list-style-type: none"> Increasing reliance on IT to deliver message 	<ol style="list-style-type: none"> Given the reliance on email we have to question Is the message being received? Users rarely update profiles leading to incorrect data with Members rarely update key contact details Growing such technologies, Meeting APP, e-poster platform, discussion forum all incur additional purchase and maintenance costs which impact annual budget
<ul style="list-style-type: none"> Operational language of ADEE is English 	<ol style="list-style-type: none"> This is a challenge in particular for French, German and Spanish schools, with low attendance at ADEE meetings and ADEE current activity by these countries 	<ul style="list-style-type: none"> GDPR 	<ol style="list-style-type: none"> Increased burden of compliance Risk of noncompliance given the diversity of work performed by ADEE and its partners through collaboration (eg ADEA)
<ul style="list-style-type: none"> Succession planning for ADEE executive committee 	<ol style="list-style-type: none"> While the ADEE offices manages the day to day activity, ADEE relies heavily on the work of the Executive Committee to create direction and focus. It is essential that the Executive remains reflective of the membership data base and adopts accordingly 	<ul style="list-style-type: none"> Educational technology advances 	<ol style="list-style-type: none"> Ensure ADEE's work continues to advance inline with the use of technologies in education is imperative. It is important that ADEE is not seen as a luddite in its approach to education
<ul style="list-style-type: none"> ADEE office 	<ol style="list-style-type: none"> While the office has full time staff equating to 1.5 whole time equivalents working a combined total of 55 hours a week, work is now at a capacity given the collaborative work being performed with ADEA and IFDEA. Further advances will require refocusing on office priorities and workloads 	<ul style="list-style-type: none"> Communication technologies have been embraced 	<ol style="list-style-type: none"> ADEE keeps up to date with relevant technologies within the operation of its activities enabling and effective communication between the executive members
<ul style="list-style-type: none"> 	<ol style="list-style-type: none"> 	<ul style="list-style-type: none"> WEB Hosting company closing 	<ol style="list-style-type: none"> ADEE has been notified the CWS web provider will cease trading 31.08.18

Economic factors and narrative		Political factors and narrative	
<ul style="list-style-type: none"> Reliance of Corporate partners funding and support 	<ol style="list-style-type: none"> Corporate funding is essential to cover operational and meeting cost Without recent corporate funding directly attributed to the ADE meeting, such meetings would have resulted in a deficit and in turn lead to greater annual deficit 	<ul style="list-style-type: none"> Brexit and a shift towards nationalism 	<ol style="list-style-type: none"> Uncertainty around Brexit outcomes provide for a difficult decision making context A rise in anti EU sentiment leads to work which is focused on the Professional Qualifications directive being somewhat more challenging than before Concerns around visa restrictions and mobility could lead to decreased attendance at ADEE meeting
<ul style="list-style-type: none"> Membership retention and growth 	<ol style="list-style-type: none"> Need to continue to attract new schools and retain those we have 	<ul style="list-style-type: none"> Professional Qualifications Directive 	<ol style="list-style-type: none"> Plan to update have somewhat stalled and are unlikely to advance until post Brexit, this EU regulation gives legitimacy to ADEE work towards convergence
<ul style="list-style-type: none"> Financial stability 	<ol style="list-style-type: none"> ADEE office costs are currently circa 100,000 per annum. To ensure the focus remains on academic endeavours rather than corporate school/institutional/affiliate membership should meet these costs 	<ul style="list-style-type: none"> Need to demonstrate compliance with various regulatory environments 	<ol style="list-style-type: none"> Being a registered charity ADEE is bound to comply with Irish Charity regulations. This is a time consuming annual activity. However it ensure ADEE remains compliant, transparent and focused on its charitable purpose in its activities
<ul style="list-style-type: none"> Decreased funds available to membership 	<ol style="list-style-type: none"> Many of ADEE members are now finding they have less and less funding available to avail of ADEE membership and to attend ADEE meetings. Justification of benefit needs to be clear. 	<ul style="list-style-type: none"> Changing international political arena 	<ol style="list-style-type: none"> Changes and political shifts in other countries can have an impact on ADEE international collaborations and activities, for the most part this is beyond ADEE control
<ul style="list-style-type: none"> Contractual obligations and reserves 	<ol style="list-style-type: none"> ADEE has contractual obligations for payments, Service providers, Staff etc. Currently the company reserve will facilitate approx. 1 years survival 	<ul style="list-style-type: none"> Dynamic stakeholder landscape 	<ol style="list-style-type: none"> Stakeholders tend to evolve depending on personal leaderships International-based, rather than European-based, organisation can impact ADEE's agenda (FEDCAR, IADR, etc.)

SWOT Analysis

Like all organisations and associations, ADEE has particular strengths that should be exploited and weaknesses that require management. The following table summarises some of these key issues at present.



It is in the context of the above SWOT and STEP analysis that the priorities and actions identified in this strategy are devised. From this a number of key priority areas were identified as follows, which will be discussed in the following pages:

- ADEE membership
 - ✓ retention and growth
 - ✓ being of value to our membership
- ADEE funding
 - ✓ annual meeting
 - ✓ corporate partner engagement
- Brexit
 - ✓ its implications, possibilities and management strategy
- Governance
 - ✓ Executive Committee composition, structure and election procedure
 - ✓ Transparency and compliance
- Sustainability and Technologies
 - ✓ In day to day activities and annual meetings
- ADEE collaborations and development of best practices
 - ✓ Curriculum evolution
 - ✓ EU consultation
 - ✓ Sister organisations

Strategic Priority AREAS:

This section of the document expands on each core area of activity that the Executive concluded should be focused on during 2019 to 2021 as to position ADEE in a strong and stable situation as it approaches the 50th Anniversary of ADEE in 2025.

Priority Area One: ADEE Membership, retention, growth and development:

Membership is at the core of ADEE and ensuring the association remains attractive, relevant and representative of its members will be critical to its survival.

Current the ADEE constitution defines Europe in the broader sense as per the WHO definition. Automatic membership is open to applications from qualifying institutions in the following countries.

Albania	Andorra	Armenia
Austria	Azerbaijan	Belarus
Belgium	Bosnia and Herzegovina	Bulgaria
Croatia	Cyprus	Czech Republic
Denmark	Estonia	Finland
France	Georgia	Germany
Greece	Hungary	Iceland
Ireland	Israel	Italy
Kazakhstan	Kyrgyzstan	Latvia
Lithuania	Luxembourg	Malta
Monaco	Montenegro	Netherlands
Norway	Poland	Portugal
Republic of Moldova	Romania	Russian Federation
San Marino	Serbia	Slovakia
Slovenia	Spain	Sweden
Switzerland	Tajikistan	The former Yugoslav Republic of Macedonia
Turkey	Turkmenistan	Ukraine
United Kingdom of Great Britain and Northern Ireland	Uzbekistan	

With a total of 53 countries from Iceland to Israel, Portugal to the Russian Federation ADEE members now span vast geographical, economic and social differences. However, at the core of ADEE is not this difference rather similarities, namely the desire to advance dental education throughout our nations. To effectively deliver on the mission of ADEE, we must ensure our service offering, (publications, meetings, taskforces, collaborations) are open to all. ADEE must ensure our membership grows and remains stable and to achieve this, benefits of membership must reap tangible rewards to members, membership fees must be justifiable and in some cases proportionate to regional income.

Thereby the Executive Committee commits to the following strategic actions over the coming strategic planning term:

Strategic Action One A: Review the structure and approach to ADEE membership leading to a recommendation to the ADEE general assembly 2020.

Currently ADEE membership is Institutional, Affiliated and Singular. Both Institutional and Affiliated offer similar benefits including access to the EJDE, membership discount at ADEE meetings, online user access to all faculty, staff and students of the institution. Singular is for one individual however due to the contract in place with Wiley for the EDJE this does not cover journal access.

At recent General Assemblies there have been calls for inclusion of individual membership allowing access to the EDJE and for those who are retired.

This strategic action will look at revising the current membership structure and culminate in a proposed constitutional change should such a change be recommended. Areas to be explored will include but are not limited to:

- Individual membership
- Regional membership
- Combined membership offers
- Retiree membership
- Any other suggestions

Furthermore, not losing sight of the political (e.g. EU) and logistical (e.g. meetings) impacts of geographical extensions, the current role played by ADEE in the Middle East might favour a further expansion of ADEE to include countries from the World Health Organization's East Mediterranean Region.

The general approach to this objective will be Executive led and managed via the ADEE office. The process will include membership consultation through, online forum, video conferencing, focus groups and survey tools etc.

Strategic Action One B: Review ADEE membership criteria and membership rates and membership benefits

Closely linked with the ADEE membership structure is the criteria for application and membership fees received. This fund currently accounts for circa 50% of annual income and is in the region of the fund required to cover office costs.

Institutional and Affiliate membership rates have not risen considerably in some time as the following bullets identify:

- 2014 most recent increase to 575
- 2008 increase to 540
- 2005 increase to 529

Given the financial challenges faced by membership with regards to funding in recent years, ADEE has focused on keep the rates to an absolute minimum fee. However, this has resulted in ADEE being challenged to operate on a breakeven basis and limiting its work activities, with an increasing reliance on corporate partners to advance work.

This objective will explore through consultation the value of ADEE to its membership, what members see as meaningful and tangible return for membership and associated benefits.

Work on action One B will be closely linked to One A.

Action List: Priority Action Area One: Membership

Action	Responsible Person	Executive	Expected Completion
Review the structure and approach to ADEE membership leading to a recommendation to the ADEE general assembly 2020.	ADEE Treasurer and ADEE Secretary General		Summer 2019
Review ADEE membership criteria and membership rates and membership benefits	ADEE Treasurer and ADEE Secretary General		Summer 2019

Priority Area Two: ADEE Funding

Excluding membership discussed above, ADEE currently has a number of possible sources of funding to facilitate this work plans:

- Annual meeting
- Consultancy work
- Corporate engagement
- School visit fees

Growing income in these streams will be critical to ensuring financial stability. The Executives Strategic Priorities in these are discussed below.

Strategic Action Two A: Financial management of the ADEE annual meeting

Accounting for circa one third of annual turnover, ensuring the ADEE annual meeting generates a surplus is essential to financial stability of the annual budget. While a target of a €30,000 surplus is expected, this has not always been achieved in recent years.

As part of the strategic planning term the executive therefore commits to:

- Reviewing the process of meeting host site for the ADEE meeting, how they are evaluated, identification of key success factors etc
- Reviewing the management of the annual meeting content to ensure it remains appealing to delegate and thereby improved registration numbers
- Devising budget indicators to ensure selected meetings deliver surplus

In reviewing the Executive will engage with the local organising committee representatives of the more recent meeting 2014-2019 to assist in identifying success factors and key risks and concerns. It is expected the revised format for selection will be implemented for the selection process for 2022 onwards.

Strategic Action Two B: Corporate engagement

As ADEE's third largest stream of income, ensure an appropriate balance is achieved in our corporate partnership offerings plays an important part to financial stability for ADEE. In 2016, corporate membership and meeting participation packages were revised and have for the most part been received well by our corporate partners. For some members corporate participation is viewed as a challenge to academic integrity thus balance is a key.

During this strategic planning term, the executive will work with our existing corporate partners to better understand their needs and expectations. It is important to ADEE Executive that transparency and equity of access is a key to our dealings with corporate partners.

Strategic Action Two C: School Visits

With the end of the DentEd projects funding for the provision of free school visits ended. In 2015 ADEE introduced its new school visit programme LEADER. While interest has been strong from schools outside the European Union context and also from private schools, uptake by ADEE institutional members has been slow.

With an increasing drive for continuous quality improvement and the need to ensure compliance with relevant curricular standards LEADER offers schools the potential to exploit their broad network of expertise to address the challenges of national accreditation.

The ADEE executive commits to review the ADEE School visit programme to ensure it evolves to a highly flexible, useful and supportive mechanism of benefit to all dental school members. This work will involve consultation with recent LEADER and school visit participants and also ADEE wider membership.

Strategic Action Two D: Provision of consultancy to third parties

During 2018 ADEE participated and won two contracts for the provision of specific services to relevant companies. While these two contracts have generated additional income, they do not for the most part generate a surplus on the individual activities for ADEE.

The Executive is committed to devising a process around which future possibilities can be managed so as to generate a surplus on such activities.

Action List: Priority Action Area Two: Funding

Action	Responsible Person	Executive	Expected Completion
Financial management of the ADEE annual meeting	ADEE Treasurer and ADEE President		Summer 2020
Corporate engagement	ADEE Treasurer		Winter 2019
School Visits	ADEE Editor and ENQA Rep		Summer 2019
Provision of consultancy to third parties	ADEE Treasurer		Spring 2019

Priority Area Three: BREXIT and its implications

In recent months uncertainty and ambiguity of direction around the United Kingdom's exit from the European Union and what the UK's new relationship with the EU may look like has caused anxiety for some ADEE membership. In particular concerns around restrictions on mobility of faculty, students and indeed dental practitioners as well as how the UK will embrace the recognition of qualifications have lacked clarity.

While many would suggest the implications on ADEE are minimal there is no question but the final Brexit Agreement will impact day to day ADEE activity at very practical levels. Some possible scenarios with direct implications on ADEE decision making could include:

- Introduction of travel visa restrictions for ADEE member delegates to ADEE meetings
- Impact on decisions on participation within EU grant application processes
- Impact on Professional Qualifications Directive and possible alternatives

At this stage all is supposition, however ADEE must develop a management strategy once the Brexit package is finalised.

Strategic Action Three A: Develop a BREXIT response strategy

The ADEE Executive is committed to developing and publishing a Brexit response strategy within six months of the final EU/UK agreement being approved. This will be achieved through consultation with our UK and wider membership and the ultimate aim being a continued strong representation of UK membership in ADEE.

Action List: Priority Action Area Two: Funding

Action	Responsible Person	Executive	Expected Completion
Brexit response strategy	ADEE Treasurer and ADEE President		Summer 2020

Priority Area Four: Governance

The ADEE Executive is committed to ensuring the constitution and bylaws of the association keep pace with our changing society. Having a governance structure that ensures membership representation and provides for transparent and open decision making must continue to be embedded within the Association and our activities. To ensure our governance approach is current and reflects best practice the ADEE Executive is committed to reviewing two areas during the 2019 to 2021 strategy cycle.

Strategic Action Four A: Review of existing Executive and Administrative structure and constitution

A review of the size, composition, length of mandates, diversity and appointment to the ADEE Executive committee will be carried out during 2020. This will focus on a number of key issues such as:

- definition of competencies and skills required
- regional representation
- the selection process
- size and possible expansion
- roles of officers and identification of other possible useful role/posts such as EU policy officer
- voting process
- nominations process
- committee structures

The final recommendations and resulting constitutional changes will be proposed for discussion at the 2020 General Assembly with ratification in 2021.

Strategic Action Four B: Documentation of standing orders for Executive decision making

Central to transparency is an understanding of and an openness around decision making processes. With this in mind, the Executive undertakes to document the following over the 18 months to June 2020:

- Executive decision making process
- Meeting standing items
- Detailed officers roles and responsibilities
- Trustee role and responsibilities
- Protected disclosure procedure
- Complaints procedure

The executive will work and support the office in the development of these documents.

Strategic Action Four C: Strive for voluntary compliance to the Governance Code

As an Irish registered charity, ADEE is bound by the Charity Regulator rules and regulations in Ireland. The regulator is actively encouraging charities to voluntarily sign up and ensure compliance to the relevant governance code. For more information visit <https://www.governancecode.ie/#>

The ADEE executive trustee with the support of the Executive Committee wish ADEE to be compliant with the Governance Code type B organisation.

Action List: Priority Action Area Four: Governance

Action	Responsible Person	Executive	Expected Completion
Executive structure and constitution	ADEE officers		Summer 2020
Executive standing orders	ADEE officers		Summer 2020
Governance code	ADEE Trustees		Summer 2021

Priority Area Five: Sustainability in operations and use of technologies

Since 2015, the ADEE Executive has committed to ensuring the association works to an environmentally sustainable model of delivery. This means that wherever possible technologies will be used to improve efficiencies.

Strategic Action Five A: Devise and implement an ADEE sustainability strategy

With the rise in awareness of sustainable operating practice it is important that ADEE become aware of and implement to the best of its abilities a sustainable operating plan. As a first step towards green working the ADEE executive now operate their meetings using Zoom online platform, thereby greatly reducing travel. Travel is by far ADEE largest contribution to its carbon footprint. In addition to this a number of key ADEE tasks have been automated (see next action). However thus far this activity has been approached in a piecemeal manner. Thus the ADEE executive feel now is the time for ADEE to devise and implement its own sustainability strategy.

Strategic Action Five B: Devise and implement an ADEE web strategy

To date a large volume of ADEE services have been automated or moved to an electronic platform thereby reducing greatly the volume of paper used by ADEE in its operations:

- ADEE.org user portal
- ADEE general assembly papers
- ADEE self service payments portal
- Meeting abstract submission
- Meeting certificate of attendance
- Meeting evaluation
- Meeting booklets and programme moved to app in 2018
- EJDE online edition
- Poster presentations using Learning Toolbox
- Online banking and ETF payments

While the above will continue to be utilised, it is important that this strategic priority continue into 2021. During this strategic term, a review of the ADEE website will be performed leading to a technology strategy development for the next 5 years. The aim of this strategy is to deliver a meaning full resource to ADEE members.

Action List: Priority Action Area Four: Governance

Action	Responsible Person	Executive	Expected Completion
Sustainability strategy	ADEE Executive		Winter 2020
Web strategy	ADEE Executive		Summer 2020

Priority Area Six: Policy, collaborations and developing best practice

As discussed earlier, for ADEE, defining, delivering, assuring and continually improving an evidence-based, competence focused and transparently assess, student and patient centred curriculum is paramount. ADEE membership is now involved in the training of all members of the dental team. This means expanding our scope of action to support the development of an educational framework that allows for proper intraprofessional education and care to develop throughout life and across borders, in a sustainable manner that respects the different organizational levels of the National Health services. Therefore, to grow and expand the influence of the 'Graduating European Dentist' it is important that ADEE develops and builds collaborative relationships with all relevant stakeholders involved. The ADEE Executive views the GED document as the bedrock of solid curriculum and a framework that should be used to help advance other curricula.

Strategic Action Six A: Devise a clear and consistent plan for collaboration with other interested stakeholders and to plan such collaborations in a coordinated and strategic manner so as to have greatest impact at EU level for ADEE's vision

The Associations work in Europe thus far has highlighted that if activities are to be successful, it is important that a single voice for dentistry is communicated to the Institutions. When the institutions get mixed messages from within a single progress, the chances of success for any one party are greatly reduce. This means collaboration not only with other educational associations but also with professional bodies and regulators is paramount. This can be challenging given competing agenda and political will, priorities and influences. However, ADEE is committed to making these multiparty collaborations within our EU activities work for the betterment of dental education.

In early 2019 ADEE will devise a clear and consistent message upon which it collaborates on and set what may be termed 'redlines' for such collaborations. These lines are those that can not be crossed as they are the backbone of what ADEE's visions and mission espouses.

Strategic Action Six B: Continue to push for a competences based approach to dental education within the EU directives

The Graduating European Dentist and its predecessor the Profile and Competence of the Graduating European Dentist represent a competence based, collaboratively agreed expected outline curriculum. Grounded in the principle that while standardisation is needed in order to enable sound cross boarder activity, respect must be given to national laws,

priorities and cultures in delivering this curriculum. Thus what is defined is an agreed minimum standard and framework on which more detailed local curricula could evolve.

It is important that the European institutions recognise the value and importance of this work and that the ultimately see ADEE as the notable experts in dental education in the European Context.

The ADEE executive will continue to work within the Brussels arena to help raise the associations profile and to communicate our message of collaborative agreement on standard setting.

Strategic Action Six C: Collaboration with other stakeholders for the advancement of and convergence of dental education

The framework devised thought the creation of the Graduating European Dentist curriculum document during 2017, represents a solid foundation and approach from which other curricula related to dental practice and sub specialities may benefit from in their formation. Having a standard approach to development will aide curricula understanding and implementation in practice and it is hoped lead to a better understanding of competence approaches to education.

The Executive is committed to sharing this approach as best practice with other interest stakeholders in a collaborative and open manner for the development of agreed consensus curricula.

Action List: Priority Action Area Six: Policy, collaborations and developing best practice

Action	Responsible Person	Executive	Expected Completion
Devise and agree collaboration strategy and criteria	ADEE Executive		Spring 2019
Devise and agree a consistent message to communicate with EU institutions	ADEE Executive		Spring 2020
Collaborate with other associations so as to better align approaches to curricula development	ADEE Executive		Spring 2021

Reporting Progress:

In order to delivery on the strategic priorities and actions identified in this document clear communication throughout the process and as actions are implemented is essential. Once approved by the ADEE executive at its Spring 2019 meeting the Executive committee to updating membership in the following manner:

- The Annual report from 2019 will include a summary report chapter on what has been achieved against the strategy
- The ADEE officers will make a strategic progress presentation to the general assembly from 2019
- A midterm progress report will be published online no later than July 2020

A listing of actions by date of completion is provided in the following table

Action	Responsible	Expected Completion
Devise and agree collaboration strategy and criteria	ADEE Executive	Spring 2019
Provision of consultancy to third parties	ADEE Treasurer	Spring 2019
School Visits	ADEE Editor and ENQA Rep	Summer 2019
Review the structure and approach to ADEE membership leading to a recommendation to the ADEE general assembly 2020.	ADEE Treasurer and ADEE Secretary General	Summer 2019
Review ADEE membership criteria and membership rates and membership benefits	ADEE Treasurer and ADEE Secretary General	Summer 2019
Corporate engagement	ADEE Treasurer	Winter 2019
Devise and agree a consistent message to communicate with EU institutions	ADEE Executive	Spring 2020
Financial management of the ADEE annual meeting	ADEE Treasurer and ADEE President	Summer 2020
Brexit response strategy	ADEE Treasurer and ADEE President	Summer 2020
Executive structure and constitution	ADEE officers	Summer 2020
Executive standing orders	ADEE officers	Summer 2020
Web strategy	ADEE Executive	Summer 2020
Sustainability strategy	ADEE Executive	Winter 2020
Governance code	ADEE Trustees	Summer 2021
Collaborate with other associations so as to better align approaches to curricula development	ADEE Executive	Spring 2021