

2025 Annual Report



**Shaping the
future** of oral
health education

Message from the Board Chair

For CDAC, 2025 was a year marked by growth, change, and resilience. Since becoming an independent not-for-profit organization in December 2022, CDAC has continued to strengthen its role as a valued partner within the oral health community.

Guided by our first Strategic Plan—focused on Accreditation, Framework, Sustainability, and Partnership—and under the leadership of our Board and CEO, we remained committed to advancing excellence in the accreditation of oral health education programs across Canada.

This year brought meaningful progress across our organization. CDAC expanded its staff team and implemented new policies, operational systems, and an updated accreditation schedule to strengthen the delivery of accreditation activities. During the year, CDAC also developed accreditation standards for the new Bridge Training to Dental Practice in Canada Program and began work on a new standards framework and funding model to support the future sustainability of accreditation.

2025 also marked a transition for our Board of Directors as several founding members completed their terms. We extend sincere thanks to former Board Chair Ms. Jennifer Tewes and departing Board members for their leadership and contributions to CDAC's early development, while welcoming new members who will help guide the organization forward. I would also like to recognize the exceptional leadership of our CEO, Dawn Wilson, whose dedication continues to strengthen CDAC and support our shared commitment to excellence in oral health education.



Best regards,

Dr. Nancy Auyeung

Chair, Board of Directors



CEO Message

The year of 2025 marked my second full year with CDAC, and it continued to be a period of significant and necessary transformation. Much of our work this year focused on strengthening the organization so that we are well positioned to support the accreditation system over the long term.

Our ongoing surveys remained a central component of our operational activities in 2025, providing critical insight to inform continuous improvement across our accreditation processes. At the same time, we made a deliberate investment in our people, prioritizing team training and professional development to support a newly formed staff team and to strengthen internal capacity during a period of change throughout the year. In the second half of 2025, this work was complemented by focused efforts to review and advance a new funding model—an essential step in ensuring the sustainability of our accreditation activities. These internal changes were accompanied by substantial policy improvements, reflecting our commitment to clarity, consistency, and accountability in our work.

A major milestone in 2025 was the launch of our new standards development project. With full endorsement from the Board, CDAC adopted a framework for the development of outcomes-based standards across our major professional groups—dental assisting, dental hygiene, and dentistry. This represents the first significant shift in our standards framework in over 30 years and marks an important evolution in how we define and assess quality in oral health education.

Collaboration remained paramount throughout the year. We engaged closely with stakeholders across the sector and continued important discussions with our reciprocal partners as we worked toward the renewal of our agreements with international partners. These relationships are foundational to our work and to maintaining public confidence in the accreditation system.

2025 also brought a leadership transition at the Board level. We were pleased to welcome **Dr. Nancy Auyeung** as Board Chair in June. We look forward to her steady leadership and guidance as CDAC continues its work through this period of transformation and into the years ahead.

In the years to come, my hope for CDAC is that we continue to strengthen our role as a credible, trusted, and forward-looking organization within the quality assurance landscape. Our commitment to excellence is grounded in hard work, transparency, and trust, and is reflected in how we work collaboratively with regulators, funders and educators as our partners to support high-quality oral health education.



Warm regards,
Dawn Wilson, CAE
Chief Executive Officer



About us



Our Vision

We are the recognized leader in the accreditation of oral health education.

Our Mission

We set standards and accredit oral health professional programs to promote quality education and practitioner readiness.

CDAC launched its 2025-2028 strategic plan in January 2025 with focus on four key priority areas: Accreditation, Sustainability, Framework and Partnership.

To achieve our mission and reinforce our leadership in oral health accreditation, the strategic plan will guide our priorities around these four key pillars. Each guides our efforts and ensures we set the highest standards in our field.

CDAC's role in the oral health accreditation system is vital.

Accreditation is a key pillar of quality assurance in oral health education. By evaluating programs against national standards, CDAC supports public protection and the preparation of competent oral health professionals across Canada.



Year in Review

Strategic Priorities

CDAC's strategic plan is guided by four key priorities: Accreditation, Framework, Sustainability, and Partnership. The following sections highlight progress made in 2025 in advancing each of these priorities.



1 Accreditation



Policy Improvements

In 2025, we developed new accreditation policies to provide clearer guidance, support consistent decision-making, and enhance transparency.

Policies released included:

- 1 Change in Program Sponsorship or Ownership
- 2 Accreditation Status Portability
- 3 Policy on Surveyor Recruitment and Selection
- 4 Interim Survey Visits
- 5 Suspension/Closure of Programs Accredited by CDAC

As part of our commitment to continuous improvement, further accreditation policies will be added in the coming year.

Surveyor Activities

To strengthen surveyor consistency and effectiveness, CDAC approved a plan in 2025 to develop comprehensive training modules for all surveyors.

These modules are designed to enhance calibration, ensure high-quality assessments, and support the reliability and credibility of the accreditation process.

The online-based modules will cover these key areas:



Module 1:
Pre-Accreditation
Preparation



Module 2:
During the Visit



Module 3:
Post-Visit
Reporting

Activities, quizzes, and scenario-based exercises will be embedded into each module.

Supplemental resources will include:



Key resources, summaries, and reference sheets



Integration of report-writing tips, confidentiality statements, and ethical guidelines

We hosted one pilot group in 2025 to help inform the modules and test clarity and effectiveness. Modules will be released along with an updated surveyor guide in 2026.

New Standards Development



Goal: Implement comprehensive, evidence-informed and inclusive standards

In 2025, CDAC advanced its Standards Development Framework to create a transparent, evidence-based foundation aligned with national oral health priorities. The CDAC Board of Directors approved the new standards development process in June 2025.

Standards Development Process



Identify: Conduct needs assessment and seek opportunities for new or revised standard.



Committee: Recruit stakeholders and form committee to scope and plan outline to develop working draft or revise existing standard.



Public Consultation: Circulate draft for public review and comments from wider stakeholders.



Review: Preform iterative internal review and refinement for industry content and legal checks to prepare draft for public review.



Editing: Revise draft standard based on feedback from stakeholders.



Approval: Request formal vote and final approval of the standard.



Publication: Publish and distribute the new standard.

Building on this framework, we launched a major project to develop outcomes-based accreditation standards for dental assisting, dentistry, and dental hygiene – standards that will be pivotal in guiding high-quality, safe, and equitable oral health education. The new framework prioritizes assessment of programs according to established competency frameworks, flexibility in program design, cultural safety, digital health and continuous improvement.

In June 2025, the CDAC Board of Directors approved an outcomes-based approach to new standards for dentistry, dental assisting, and dental hygiene, structured around **six domains**.

The domains are:

- 1 **Public Safety and Risk Management**
- 2 **Governance and Quality Assurance**
- 3 **Program Design, Delivery and Resources**
- 4 **Student Learning Experience and Support**
- 5 **Assessment and Evaluation for Entry to Professional Practice**
- 6 **Cultural Safety and Community Centered Care**

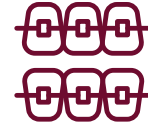
Six working groups were convened in December 2025 to help refine and develop the requirements for the 6 domains. Under the direction of the standards committee, each working group met regularly over two months. New standard drafts will be released for public consultation in early 2026.

New DDS/DMD Standard Addendum: Bridge Training to Dental Practice in Canada

CDAC was pleased to develop and release a new Bridge Training to Dental Practice in Canada (BTDP) Program addendum for our current DDS/DMD standards in November 2025. This addendum forms the basis for the assessment of the new pilot program for internationally trained dentists (ITDs) towards practicing in Canada. The program is led by the Association of Faculties of Dentistry of Canada (ACFD) and is a partnership between regulatory bodies, colleges, and dental schools, with funding from Employment and Social Development Canada (ESDC).

A public consultation on the DDS/DMD Bridge Training addendum generated broad support and valuable feedback on fairness, learner-centered design, patient safety, and equitable access for internationally trained dentists (ITDs).

2 Framework



To strengthen the foundation of CDAC by enhancing governance and operational structures and processes.

In 2025, CDAC continued to strengthen its governance and operational foundation by introducing policies, improving communication tools, and enhancing transparency. While much of the organization's efforts were focused on advancing the Accreditation and Sustainability pillars, important steps were taken to reinforce internal policies and modernize communication channels that support effective governance and organizational accountability.



Key Highlights

- Strengthened internal governance policies through the development of several operational and financial policies to support staff, accreditation activities, and sound financial oversight.
- Enhanced communications infrastructure by implementing a modern newsletter platform that allows CDAC to track engagement and better measure readership among stakeholders.
- Improved transparency and accessibility through a comprehensive refresh of the CDAC website, making information easier to navigate and more visually engaging for programs and partners.
- We maintained strong stakeholder responsiveness by actively responding to inquiries from accredited programs and maintaining open communication throughout accreditation surveys and related processes.

3 Sustainability



To secure the long-term financial stability and operational resilience of CDAC by applying effective financial management and innovative people and resource management.

In 2025, CDAC made significant progress toward strengthening the organization's long-term sustainability and operational capacity. A key focus was investing in people and expertise, including restructuring the staff complement and recruiting new team members in critical management, standards, and accreditation roles to support the organization's evolving work.

CDAC also initiated important work to modernize its funding model. In collaboration with its financial partner, **Welch LLP**, the organization undertook a comprehensive financial analysis to explore approaches for evolving its funding structure and ensuring long-term financial sustainability. In parallel, CDAC began developing formal service agreements with legal counsel to establish clear, consistent arrangements with funders and accredited programs.

These efforts contributed to strong financial performance in 2025, reflecting disciplined financial management and supporting our objective of building an operational reserve while maintaining revenue stability.

Recognizing the importance of modern infrastructure to support accreditation activities, CDAC also completed a needs assessment for a new Accreditation Management System to replace its aging platform. This work identified leading options to guide the future procurement and implementation of a modern system that will support the efficiency and reliability of CDAC's accreditation processes.



2025 Sustainability Highlights



Staff restructuring and recruitment in key accreditation and standards roles



Funding model review initiated with **Welch LLP**



Service agreements development commenced with legal counsel



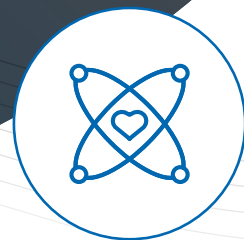
2025 **target** reserve levels achieved



Needs assessment completed for a new **Accreditation Management System** and a request for proposal issued to identify a new proponent for this critical piece of our infrastructure



4 Partnership



To leverage the strengths of our collective partners by fostering collaboration, communication, and relationships.

In 2025, CDAC continued to strengthen relationships with partners across the oral health education and accreditation community. Through active participation in stakeholder meetings, outreach to international accreditation organizations, and collaboration with key partners, CDAC reinforced its commitment to transparency, dialogue, and shared learning across the accreditation ecosystem.



Key Highlights

- Advanced partnership objectives by engaging in stakeholder-led meetings and events, including AGMs, conferences, and board meetings, to present CDAC initiatives, gather feedback, and foster collaboration and strong working relationships.
- Strengthened international collaboration through participation in an accreditation survey hosted by the Australian Dental Council at the University of Western Australia, alongside the National Dental Examining Board of Canada (NDEB), contributing to the validation of accreditation processes.
- Advanced work to renew reciprocal agreements with accreditation partners in the United States, (CODA) Australia (Australian Dental Council), New Zealand (New Zealand Dental Council), and Ireland (Irish Dental Council), supporting continued international alignment in oral health education standards.

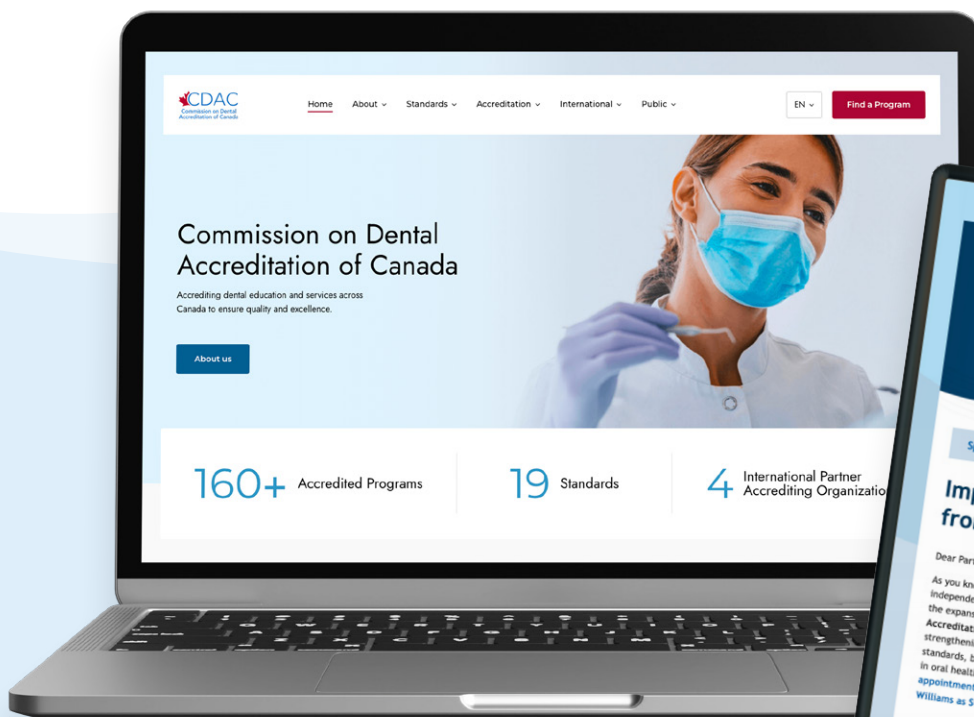




Key Highlights Continued

- Expanded cross-sector engagement by consulting with accrediting bodies in other professional fields, including medicine, engineering, and nursing, to identify leading practices in accreditation and quality assurance.

We also enhanced communication measurement tools, enabling CDAC to monitor engagement with stakeholders through website analytics and newsletter readership metrics.



Accreditation System Data and Trends



Accreditation by the numbers

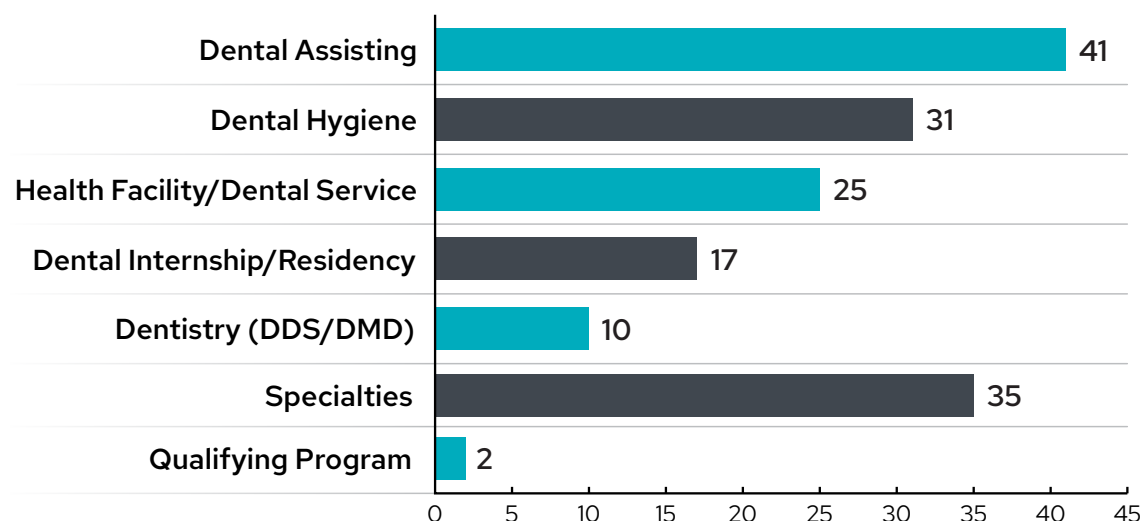
In this section, we share how many programs we accredit and highlight some of the key trends we've seen in our surveys over the past year.



Total Number of Accredited Programs as of December 31, 2025:

161

See the table below for the Number of Accredited Programs by the Program Type



Dentistry

CDAC accredits all 10 of Canada's undergraduate Doctor of Dental Surgery programs.

- | | |
|----------------------------------|-------------------------------|
| 1 University of Alberta | 6 Western University |
| 2 University of British Columbia | 7 McGill University |
| 3 University of Manitoba | 8 Université de Montréal |
| 4 Dalhousie University | 9 Université Laval |
| 5 University of Toronto | 10 University of Saskatchewan |

CDAC Accredits 25 health facilities and a further 17 dental residency programs.

Accreditation Surveys for 2025

As part of our commitment to quality assurance, we conduct regular accreditation surveys for our accredited programs on a fixed annual cycle. These surveys serve to verify that accredited programs continue to meet our standards, address any significant changes within the programs, and ensure ongoing compliance. The survey process provides an objective, onsite evaluation that supports continuous improvement and accountability in oral health education.

Program post-survey question:



94.8% of respondents **agree or strongly agree** with the statement:

Overall, the accreditation process contributed to quality improvement of the program.

Surveyor post-survey question:



93.4% of respondents **agree or strongly agree** with the statement:

I enjoy my role as a surveyor.



Getting Started

① Contact us

② Review the standard

③ Submit survey application

④ Application reviewed by ARC

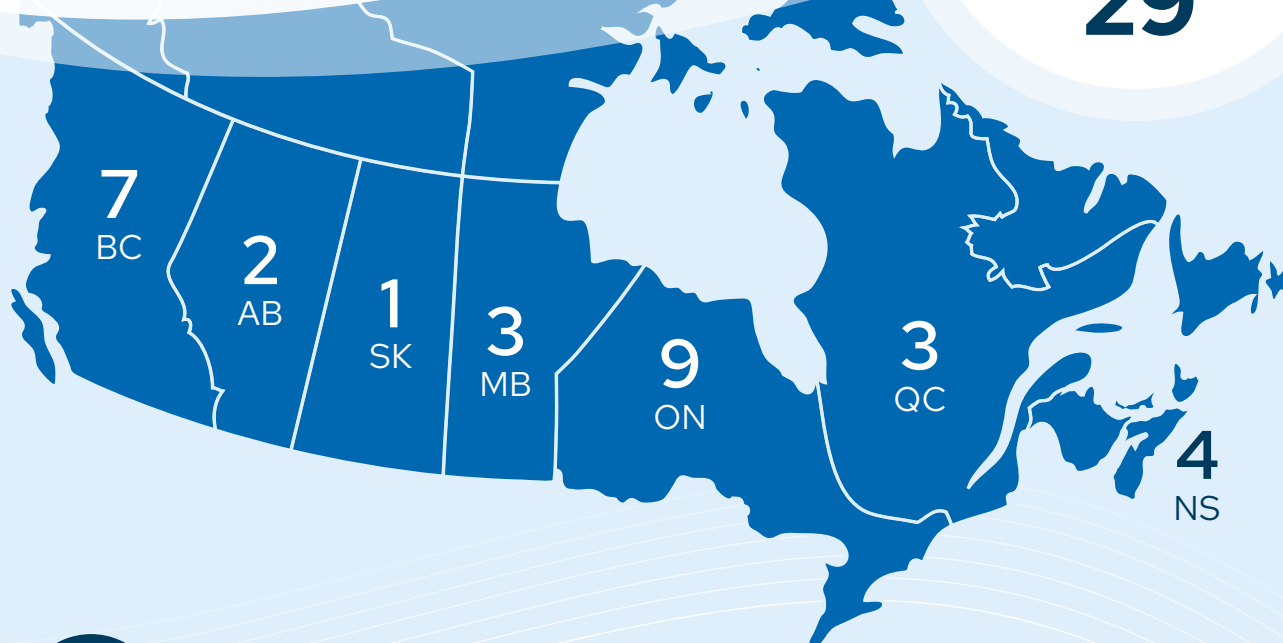


In 2025, CDAC conducted 29 onsite surveys, see the graphic below for the geographic spread of surveys conducted across Canada.



Total Number of surveys conducted in 2025, by Geographic Region

29



Dental Assisting by the Numbers

9 programs surveyed in 2025.

A total of 98 recommendations were noted between these programs.

Notable Sections

- 7 recommendations (7.15% of total recommendations) were made for Standard 5.1.3 regarding comprehensive and adequate patient treatment records
- 13 recommendations (13.3% of total recommendations) were made for Standard 5.2.1 regarding ionizing radiation safety
- 14 Recommendations (14.3% of total recommendations) were made for Standard 5.2.2 regarding health and safety policies and protocols
- 7 Recommendations (7.15% of total recommendations) were made for Standard 5.3.1 regarding patient care and quality assurance policies and protocols
- Section 5 – Clinical Administration of our standard comprised of 45% of all recommendations.



Dental Hygiene by the Numbers

7 programs surveyed in 2025.

A total of 69 recommendations between these programs.

Notable Sections

- 8 recommendations (11.6% of total recommendations) were made related to Standard 5.1.2 regarding comprehensive and adequate patient treatment records
- 15 recommendations (21.7% of total recommendations) were made related to Standard 5.2.2 regarding health and safety policies and protocols
- A total of 25 recommendations between these programs



Dentistry by the Numbers including Specialty and Dental Services

4 total dentistry programs surveyed in 2025.

A total of 44 recommendations between these programs.

Notable Sections

- 4 recommendations (9.1% of total recommendations) were made in relation to Standard 2.2.2 regarding written documentation of the curriculum
- 12 recommendations (27.3% of total recommendations) were made related to Standard 5.2.2 regarding health and safety policies and protocols



Dental Service by the Numbers

5 programs surveyed in 2025.

A total of 9 recommendations between these programs.



Dental Internships by the Numbers

4 programs surveyed in 2025.

A total of 12 recommendations between these programs.

Programs that Withdrew from Accreditation in 2025

One Dental Assisting program in British Columbia withdrew from accreditation in 2025, with their program closing in June 2026.

Governance (Board and Committees)

Board Leadership and Governance

CDAC's Board of Directors plays a critical role in guiding the organization's strategic direction and ensuring strong governance in support of our accreditation mandate. In 2025, the Board continued to provide oversight and leadership as CDAC advanced significant initiatives, including the redevelopment of accreditation standards and efforts to strengthen organizational sustainability.



Several Board members completed their terms in 2025, and we extend our sincere thanks for their dedication and service, including Past Chair Jennifer Tewes, who stepped down in June.

In June 2025, Dr. Nancy Auyeung was elected Chair of CDAC. To support this leadership transition, Dr. Mel Schwartz assumed the role of Vice-Chair.

We also extend our sincere thanks to outgoing Directors Dr. Mintoo Basahti and Dr. Randall Croutze, whose terms concluded on June 2025 and to Directors Diane Theriault, Dr. Glenn Pettifer, and Ms. April Slotsve, whose terms concluded on December 31, 2025.

Dean Lefebvre (Dental Hygiene) and Joanne Gibbons-Smyth (Dental Assisting) were elected at the June Annual Meeting of Members, while Caroline Daoust and Dr. Doug Mackey were appointed mid-year to fill Board vacancies.

The Board's leadership, stewardship, and commitment have been instrumental in advancing CDAC's strategic priorities throughout the year. By providing guidance and oversight, the Directors have ensured that the organization remains focused on its mission, supports the work of the CEO, and exercises strong fiduciary responsibility. We sincerely thank all past and current Directors for their expertise, dedication, and meaningful contributions in guiding CDAC's work in 2025.

Board of Directors



Dr. Nancy Auyeung, Chair

Association of Canadian Faculties of Dentistry (ACFD)



Dr. Mel Schwartz, Vice-Chair

Health Facilities and Internships Representative



Me. Caroline Daoust

Canadian Dental Regulatory Authorities Federation (CDRAF)



Dr. Glenn Pettifer

Federation of Dental Hygiene Regulators of Canada (FDHRC)



Diane Theriault

National Dental Hygiene Certification Examination (NDHCE)



Ms. Joanne Gibbons-Smyth

Dental Assisting Educator Representative



Mr. Dean Lefebvre

Dental Hygiene Educator Representative



Dr. Doug Mackey

National Dental Examining Board of Canada (NDEB)



Ms. April Slotsve

Canadian Dental Assisting Regulatory Authorities (CDARA)



Ms. Jennifer Tewes (until Sept. 2025)

National Dental Assisting Examining Board (NDAEB)



Mr. Jerry Zhang

Public Representative



Dr. Mintoo Basahti (until June 2025)

National Dental Examining Board of Canada (NDEB)



Dr. Randall Croutze (until June 2025)

Canadian Dental Regulatory Authorities Federation (CDRAF)



Operational Committees



CDAC's operational committees provide essential support and oversight for the organization's work. In 2025, these committees contributed to advancing accreditation processes, policy development, and organizational initiatives, ensuring that CDAC operates effectively and in alignment with its strategic priorities. We thank all committee members for their time, expertise, and ongoing commitment to CDAC's mission.



Executive Committee

Chair: Dr. Nancy Auyeung

The Executive Committee supported the CEO throughout the year, providing strategic guidance and support to her as part of their mandate. Key areas of focus included oversight of the work and priorities of the Board, and acting as the primary interface between the Board and the CEO.



Finance, Audit, and Risk Management (FARM) Committee

Chair: Mr. Jerry Zhang

The Finance Committee oversaw CDAC's annual audit, monitored financial performance and risk, and approved key policies to enhance transparency and operational consistency. The committee also oversaw work to begin the development of CDAC's new funding model.



Governance and Nominating Committee

Chair: Dr. Mel Schwartz

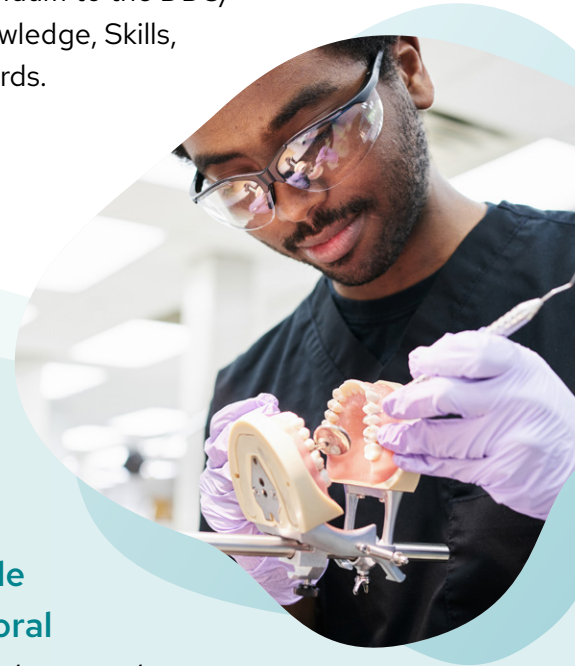
The Governance and Nominating Committee focused on leadership continuity and effective Board oversight. It reviewed policies and Board processes to strengthen governance, including evaluation tools and Terms of Reference updates.



Standards Committee

Chair: Ms. April Slotsve

The Standards Committee advanced CDAC's standards development process, including the development of new standards across oral health professions of Dental Hygiene, Dental Assisting and Dentistry, Bridge Training to Dental Practice in Canada addendum to the DDS/DMD Standards, and the integration of Knowledge, Skills, and Abilities (KSA's) into DDS/DMD standards.

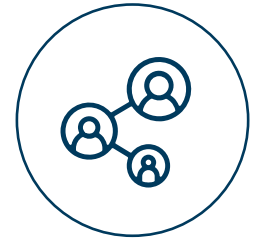


Accreditation Review Committees

The Accreditation Review Committees play a vital role in maintaining the quality and integrity of Canadian oral health education. Operating independently of the Board, they conduct comprehensive reviews of educational programs to support the awarding or maintenance of CDAC accreditation, ensuring programs meet rigorous standards of quality and safety.

COMMITTEE	CHAIR
Dental Assisting Accreditation Review Committee	Ms. Jill Hewitt
Dental Hygiene Accreditation Review Committee	Ms. Dorothy Dziunikowski
Dentistry Accreditation Review Committee (DDS/DMD, specialties and qualifying programs)	Dr. Chris Baker
Health Facilities and Internships Accreditation Review Committee (Health facility dental services and internship/residency educational programs)	Dr. Erin Watson

CDAC Staff: Our Team



In 2025, CDAC undertook a strategic team expansion and restructuring to position the organization for future growth and strengthen its accreditation capabilities. Key management roles were filled early in the year, followed by the addition of an Executive Assistant in June, two Accreditation Specialists in August, and a new Accreditation Coordinator in November. These appointments have enhanced program support, reinforced the quality and reliability of survey processes, and ensured CDAC is well-equipped to deliver transparent, fair, and rigorous accreditation across all oral health education programs.

Current Staffing Structure



Dawn Wilson,
CEO



Cheryl Beaupre,
Executive
Assistant



Mireille Cyr,
Manager of
Accreditation



Shanna Scarrow,
Accreditation
Specialist



Saab Singh,
Accreditation
Specialist



Georgia Cameron,
Accreditation
Coordinator



Ester Williams,
Manager of
Standards
Development



Kelly Bray,
Project and
Administrative
Coordinator

Finance Summary



Summarized Statement of Revenues & Expenditures

Year Ended December 31, 2025

Revenue	2025	2024
Contributions	\$1,292,148	\$1,305,886
Program Fees	\$339,429	\$267,798
Survey Fees - Self Funded	\$8,998	\$8,998
Interest Income	\$20,781	\$3,532
Total	\$1,661,356	\$1,586,214

Expenditures	2025	2024
Survey	\$257,980	\$238,342
Meetings	\$105,132	\$97,093
Administrative	\$1,143,502	\$987,176
Total	\$1,506,614	\$1,322,611

Excess of Revenues Over Expenditures	\$154,742	\$263,603
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To learn more please visit:
www.cdac-cadc.ca

To contact us please email:
cdac@cdac-cadc.ca