



**FOR INFORMATION AND FEEDBACK**

**PUBLIC**

**OPEN SESSION**

**TO:** Planning and Budget Committee

**SPONSOR:** Cheryl Regehr, Vice-President & Provost

**CONTACT INFO:** (416) 978-2122, [provost@utoronto.ca](mailto:provost@utoronto.ca)

**PRESENTER:** As Above

**CONTACT INFO:**

**DATE:** March 10, 2014 for April 2, 2014

**AGENDA ITEM:** 3

**ITEM IDENTIFICATION:**

Faculty of Dentistry Strategic Academic Plan, 2014-19

**JURISDICTIONAL INFORMATION:**

Divisional academic plans are considered by the Committee and the Academic Board for information and feedback. Prior to approval by the Provost and presentation to the Committee, it is expected that the relevant divisional Council would endorse the academic plan in principle. (*Planning & Budget Committee, Terms of Reference, Section 4.1*)

**GOVERNANCE PATH:**

1. **Planning and Budget Committee (April 2, 2014) – for information and feedback**
2. Academic Board (May 1, 2014) – for information and feedback

**PREVIOUS ACTION TAKEN:**

The Faculty of Dentistry Strategic Academic Plan was approved by the Faculty's Council October 22, 2013.

**HIGHLIGHTS:**

Dean Haas was appointed effective July 2012 and initiated a strategic planning process in January 2013. The process was guided by a Strategic Planning Committee comprised of faculty which engaged the community (faculty, students, staff, alumni, patients, and partners) through

six working groups, a number of focus groups, and a retreat. In addition the Working Groups welcomed submissions from the community.

The Faculty has also developed a companion document “Resource Implications for the Implementaton of the Faculty of Dentistry Strategic Plan.”

**FINANCIAL IMPLICATIONS:**

The resource implications of the Divisional Academic Plan are as detailed in the plan.

**RECOMMENDATION:**

This item is *for information and feedback only*.

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**DOCUMENTATION PROVIDED:**

- Item Cover Sheet - Faculty of Dentistry Strategic Academic Plan, 2014-19
- Item: Faculty of Dentistry Strategic Academic Plan, 2014-19

University of Toronto  
Faculty of Dentistry

Strategic Plan 2014 - 2019

*Achieving Impact through Excellence*

## Message from the Dean

On behalf of the Faculty of Dentistry at the University of Toronto, I am delighted to share our new five-year Strategic Plan, *Achieving Impact through Excellence*. This plan reflects the thoughtful input received from several hundred people over the past year which included faculty, students, staff, alumni and other key stakeholders.

We have reflected on the many changes taking place in the internal and external environments that are reshaping the practice and organization of dentistry and are affecting the way we fulfill our academic mission. There have been significant advances this past decade which demand the development of enhanced skills and competencies, and as change continues in coming decades, the school will be preparing students and conducting research to address the future challenges and opportunities. An aging population, international trends towards comprehensive reforms in health professional education, and an increasingly competitive research funding environment present us with both challenges and opportunities as we look ahead.

Through this process we confirmed that our greatest strengths are our people. The breadth and scope of our collective clinical, academic and scientific work provide us with a leadership advantage and position us competitively amongst the top tier North American dental schools. Working together, our Faculty has the potential to take advantage of many large scale and innovative opportunities that will build our education, research and clinical dentistry programs and allow us to broaden our impact locally and globally. Tapping into the insights and strengths of everyone associated with the Faculty - from students to alumni, faculty and staff, patients and partners - deepens our pool of innovative thinking and talent to achieve our new vision and mission.

Our Strategic Plan recognizes the importance of leadership, innovation and a relentless commitment to excellence as we aim to improve health and advance dentistry. We have committed to core values of ethicality, respect, accountability,

### Strategic Planning Committee

Dean Daniel Haas (Chair)  
Susan Alksnis  
Grace Bradley  
Mary Choi  
Dennis Cvitkovitch  
Fatima Ebrahim  
Rhea Gold  
Morris Manolson  
James Posluns  
Jim Lai  
Ernie Lam  
Howard Tenenbaum  
Lynn Tomkins

collaboration, compassion and social responsibility which we will embrace in all our efforts to achieve impact through excellence.

Five key strategic directions are guide posts for our roadmap:

1. Enrich our educational programs through innovation and scholarship
2. Optimize our clinical practices in providing outstanding care for our community
3. Shape and grow our research enterprise around targeted research foci
4. Inspire and empower our people
5. Strengthen organizational capacity and external reach

Implementing this plan will require ongoing commitment, distributed leadership among our people and the appropriate infrastructure to support new initiatives. We will hold ourselves accountable for achieving this plan and will check in with our stakeholders to see how we are doing.

This Plan would not have been possible without the contribution from so many. There was the hard work of the Strategic Planning Committee. Our working group leaders - Jim Lai, Jim Posluns, Dennis Cvitkovitch, Morrie Manolson, Howard Tenenbaum and Lynn Tomkins - provided sustained leadership for this effort. There was the input from so many who served on working groups, attended focus groups and the retreat, and submitted suggestions,. A common characteristic found in those who participated was that they truly care about our school and the importance of our work. With that characteristic we are well positioned to achieve the goals we have set for the future.

A special thank you is warranted for our strategy consultants, Helena Axler and Susan Tremblay. They used their expertise to skillfully guide us throughout this process, taking into account the vast amount of material generated to help us create our strategic plan.

I look forward to your continued support of the Faculty of Dentistry and to working together with all of you as we pursue our shared vision.



Daniel Haas, DDS, PhD, FRCD(C)  
Dean, Faculty of Dentistry  
University of Toronto

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## Introduction

The University of Toronto Faculty of Dentistry, Canada's first dental school, is one of the leading dental schools in North America and the largest and most comprehensive in Canada. The Faculty is an innovation leader in this critical area of human health, with a distinguished history of education and research in oral health. It graduates approximately 100 qualified dentists each year, and also educates specialists in Dental Anaesthesia, Dental Public Health, Endodontics, Oral and Maxillofacial Radiology, Oral and Maxillofacial Surgery, Oral Pathology and Medicine, Orthodontics, Paediatric Dentistry, Periodontology, and Prosthodontics. The programs in Dental Public Health and Dental Anaesthesia are the only such programs in Canada. The Faculty has Canada's largest cohort of PhD candidates within a dental school. The Faculty's clinical teaching is networked with collaborative programs at several Toronto teaching hospitals, other University of Toronto units (Faculties of Medicine, Nursing, Pharmacy, Engineering and Applied Science and the School of Public Health) and has global collaborations in over 20 countries.

In addition to education, our long, successful tradition of research has earned the Faculty its position as the foremost dental research centre in Canada and a stellar international reputation. Faculty research attracts approximately \$8.2M in grant funding (2011-12) and numerous faculty members have earned international distinction. Major research areas include multidisciplinary approaches in the fields of biomaterials, implantology, neuroscience and orofacial pain, growth and development, microbiology, oral pathology, periodontal physiology, health status and clinical outcomes, and education.

The U of T Faculty of Dentistry has a distinguished alumni family, many of whom hold or have held leadership roles in academia and organized dentistry across Canada and internationally.

In July 2012, the Faculty welcomed Professor Daniel Haas, an internationally recognized scholar in the field of dentistry and experienced clinician and academic

*The Faculty of Dentistry is poised for major renewal. We have distinguished senior faculty and rising stars, a very inspired group of students, and a solid foundation of excellent research and educational programs. Together we are creating a shared vision, building on past accomplishments, and leveraging the potential our many new talents and aspirations.* **Dean Daniel Haas**

leader, as its new Dean. In early 2013, Dean Haas launched a comprehensive planning process to develop a robust roadmap and clearly defined priorities to guide the Faculty over the next five

years. A Strategic Planning Committee guided the planning, and engaged the Faculty community through six Working Groups, nine focus groups, submissions invited from alumni, and a planning retreat, held on June 25, 2013. We invited input from all students, alumni, support staff, clinical instructors and faculty. The resulting Strategic Plan reflects the key strategies, goals and priorities developed over a broad consultative process.

## Faculty Facts

Faculty, Clinical Instructors, Staff & Alumni	96 Appointed Academic Staff 21 Full Professors 19 Associate professors 44 Assistant professors 12 Lecturers/Tutors 500 Clinical Instructors 220 Administrative, Research & Clinical Staff 8,000 Alumni
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Students	343 DDS 30 IDAPP International Dentist Advanced Placement Program 164 Graduate Students Graduate Specialty: 111 MSc; 5 PhD Graduate Doctoral: 19 MSc; 29 PhD
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Research	\$8.2M new grants (2011-12) 207 Publications (2012-13)
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Clinical Practice	78,037 Clinic visits (2011-12)
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Total Operating Budget	\$36M (2012-13)
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## Our Changing Context

The rate of change in systems of health and disease, the uncertain economic climate, and the increasingly global marketplace underscore the importance of being nimble and responsive for continued leadership in dentistry in the years ahead.

### Dental Practice

- The practice of dentistry is continually evolving, but at a faster rate than ever: more sophisticated technology and products; new and less invasive procedures; overlapping scopes of practice across specialties; access to care in rural environments; and an increasingly competitive environment in urban settings.

### Research Environment

- Granting agencies are increasingly focusing opportunities and resources on translational and collaborative team-based projects. The funding climate is more challenging with both initial and renewal peer-reviewed research grant funding success rates being very low. There is a growing need to build broad research teams to tackle big questions, and pursue funding from less traditional sources.

### Educational Environment

- The Commission on the Education of Health Professionals for the 21<sup>st</sup> Century (2010) has recommended comprehensive reform in the training of healthcare professionals, calling for competency-based curricula, creative use of information technology, transformative learning, and inter-professional teamwork. The World Dental Federation points to “revising educational curricula to take account of a stronger focus on public health and epidemiology, as well as placing more emphasis on critical thinking, team management, interprofessional education and interprofessional practice”<sup>1</sup>.
- Furthermore, Dental Schools are shifting their educational models to be more community-based, more technologically advanced and influenced by a new generation of learners.
- Increasing numbers of Canadian students face challenges in accessing dental education in Canada, resulting in many Canadians completing their education in the United States.

<sup>1</sup> FDI Vision 2020: Shaping the future of oral health, International Dental Journal 2012; 62:278-291.

### Demographics and Population Health

- Population growth, and aging have led to an increasing need for oral healthcare. Oral diseases represent the most common diseases worldwide. Inequities in accessing oral health care persist across the world and in Canada. “There is a serious need for awareness-building of the necessity of preventative oral health care and ‘self health’ among underserved and at-risk populations, requiring health literacy on a culturally competent basis.”<sup>2</sup>

### Funding Environment

- Pressures on government funding and increasing costs of education have challenged universities to manage within significant fiscal constraints.

### Shifting Global and International Context

- The University of Toronto and many other leading universities are advancing an international agenda with linkages to research, outreach and education partners throughout the world. Many University of Toronto Faculties are highly engaged in global health initiatives, building capacity for improving health and achieving equity in health for populations worldwide.

*The Faculty of Dentistry has a very bright future. Not only is U of T Dentistry the clear leader in oral health research in Canada. The Faculty is also well positioned to spur globally significant advances in areas such as tissue engineering, microbiology, pain management, improved imaging modalities, non-invasive interventions, robotics, and genetics, to name just a few. I accordingly see wonderful opportunities for faculty members to revolutionize many aspects of modern dental care. However, to capitalize fully on those opportunities, the Faculty does need to build even stronger connections with other university divisions and healthcare partners.*

**U of T President David Naylor, June 2013**

<sup>2</sup> FDI Vision 2020: Shaping the future of oral health, International Dental Journal 2012; 62: page 281.

## Solid Foundation for Renewal

The Faculty of Dentistry launches its new strategic plan from a solid foundation of education, research and clinical practice.

### Education

- Ability to attract top students
- Offer all recognized dental specialty programs
- Internationally recognized faculty
- Comprehensive undergraduate program – graduating strong clinicians
- Leading educational program for Canada's foreign trained dentists; the International Dentist Advanced Placement Program (IDAPP)
- Highly regarded Graduate Basic Science and Specialty programs; PhD training is a major strength
- Strong well-attended Continuing Education programs

### Research

- Excellent research reputation and capability; strength in basic science
- Faculty attracts international graduate students for research programs
- Inter-disciplinary collaborations within the Faculty and externally
- National and international collaborations
- High ranking for publications and citations
- High number of patents

### Clinical Practice

- Robust multi-disciplinary Clinics Program
- Clinics in all specialty areas
- Large and diverse patient population
- Provides treatment for many who have difficulty accessing care
- Hospital partnerships for clinical practices in several specialties

### Faculty and Staff

- Established faculty with international reputations;
- Newer faculty with excellent achievements and potential
- An engaged and committed group of clinical instructors
- Strong working relationship among academic and non-academic staff

The strategic planning process undertook to renew its vision, mission and values and developed five strategic directions to guide the goals and priorities for the next five years.

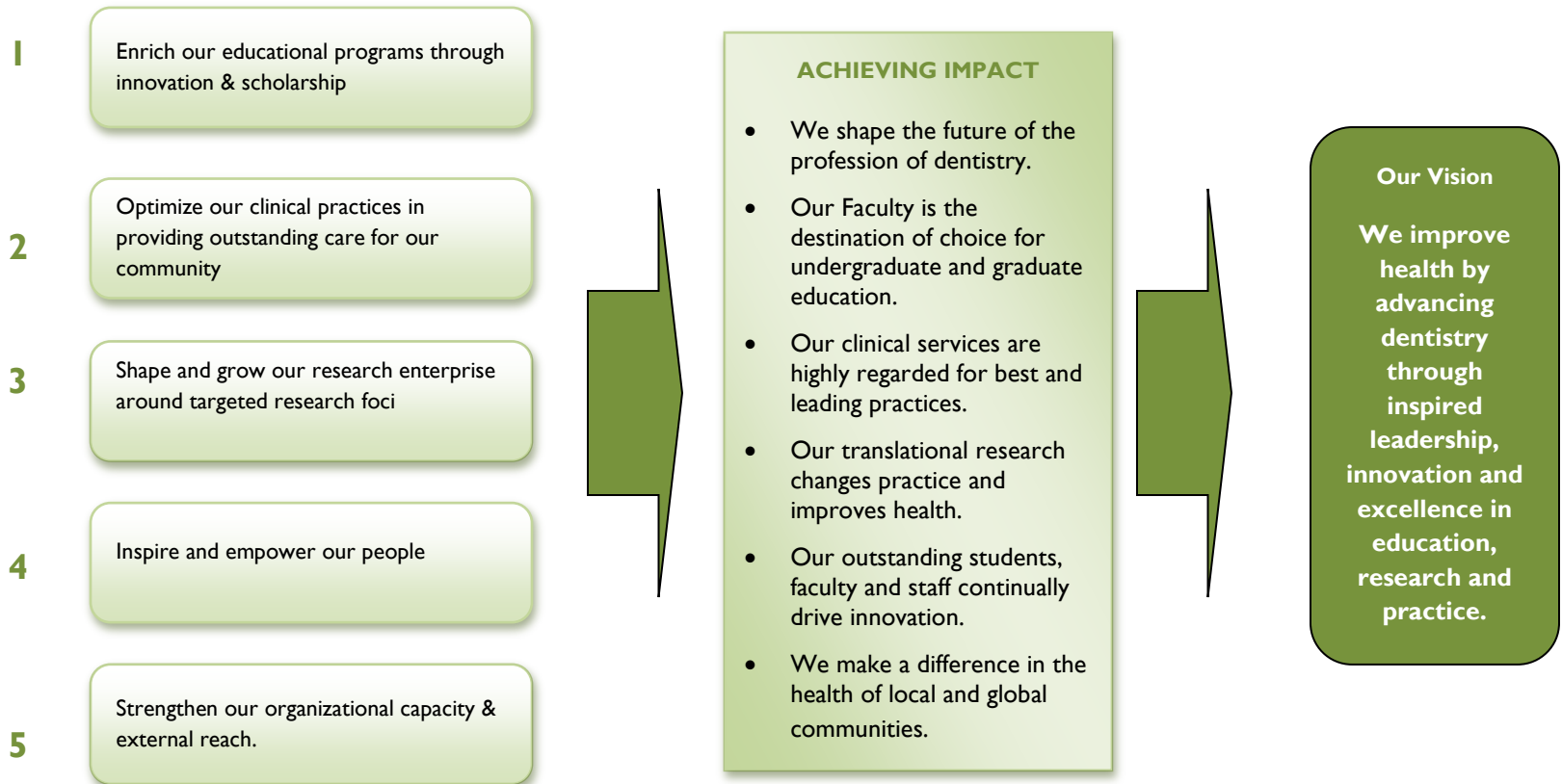
## Vision, Mission and Values

<b>Vision</b>	We improve health by advancing dentistry through inspired leadership, innovation and excellence in education, research and practice.
<b>Mission</b>	We shape the future of dentistry and promote optimal health by: <ul style="list-style-type: none"><li>• Preparing the next generation of clinicians, scientists, educators and leaders in the profession</li><li>• Conducting high impact research</li><li>• Establishing partnerships and networks locally, nationally and internationally to translate research knowledge into practice and policy</li><li>• Promoting comprehensive and patient-centred care from disease prevention to management</li><li>• Developing and supporting evidence-informed policies to advance and advocate for the needs of society.</li></ul>
<b>Values</b>	We are guided by the following values: <ul style="list-style-type: none"><li>• <b>Excellence</b> - in achieving the highest standards of scholarship, critical thinking, professionalism, clinical practice and outcomes.</li><li>• <b>Ethicality</b> - encompassing integrity in practice and behavior</li><li>• <b>Respect</b> - for diverse ideas, rights, beliefs and perspectives of all students, patients, staff and faculty.</li><li>• <b>Compassion</b> - in patient care.</li><li>• <b>Collaboration</b> - across disciplines and professions, with internal and external partners.</li><li>• <b>Accountability</b> - by fairness and transparency in all of our activities.</li><li>• <b>Social Responsibility</b> - in meeting the oral health needs of disadvantaged populations and serving the needs of our communities.</li></ul>



# Our Strategic Directions

The Faculty of Dentistry targets five strategic directions to achieving our vision and to achieve impact.



## 1.0 ENRICH OUR EDUCATIONAL PROGRAMS THROUGH INNOVATION AND SCHOLARSHIP

The University of Toronto Faculty of Dentistry offers a leading undergraduate DDS program, graduate programs in 10 dental specialties and graduate research-based programs. We are committed to preparing outstanding practitioners, scientists, educators and leaders. The following outlines the range and aspirations for the Faculty's educational programs.

### OUR VISION

*The Faculty of Dentistry is the destination of choice for both undergraduate and graduate education.*

- All dental graduates must: attain exemplary clinical competence, understand good practice administration, communicate effectively with the public and with colleagues across health professions.
- From the patient's lens: demonstrate compassion, integrity, professionalism
- From peers/other dental colleague: diverse clinical experience, quantity and quality of clinical training, collegiality



- All dental graduates should: understand the role of dentistry in society and Canadian health care; "socialization" –to be active members of the community at local, national and international levels; e.g., outreach to underserved groups, providing care in developing countries, understand the Public Health aspect of dentistry.



- Educate and encourage dental graduates to be academics and researchers; to seek further education through AEGD/GPR programs and/or dental specialty programs; to combine the dental degree with studies in other fields (such as Masters in Education, Bioethics, Bioengineering, Sociology, Medicine, Law).



- Educate graduates to be leaders of higher education institutions, organized dentistry, professional bodies.

Goals	Action Steps	Performance Measures
<b>1-1. Design and implement curriculum renewal</b>	<ul style="list-style-type: none"> <li>• Renew <i>undergraduate curriculum</i> to streamline and improve coherence, revising core curriculum and adding new electives.</li> <li>• Promote access to and availability of on-line and technology assisted education</li> <li>• Renew standardization and strengthen evaluation, testing and grading of students. Review and renew student self-assessment process.</li> <li>• Create a model to better integrate science into clinical training. Highlight the practical implications of scientific research.</li> <li>• Streamline and define commonalities in the specialty-associated Master's/PhD programs; more cross-discipline learning and greater collaboration between the specialties, address approaches to the research program component; consider course based masters option</li> <li>• Facilitate improved access to courses in other Faculties.</li> </ul>	<ul style="list-style-type: none"> <li>• Renewed curriculum</li> <li>• Ongoing curriculum change</li> <li>• Student satisfaction</li> <li>• Increased awareness and application of evidence based practice.</li> <li>• Increased numbers of graduates demonstrating interest in academic or clinician investigator careers</li> </ul>
<b>1-2 Strengthen teaching across all programs</b>	<ul style="list-style-type: none"> <li>• Undertake a needs assessment re teaching quality and develop a program to outline and implement interventions.</li> <li>• Explore the opportunity to appoint and promote excellent clinical teachers (i.e., clinical professor or professor of practice) .</li> <li>• Enhance and improve access to on-going faculty development educational sessions aligned with teaching philosophy and obtain permission from RCDSO to give these programs status for CDE credits.</li> <li>• Tap into faculty development expertise of the American Dental Education Association (ADEA) and the UofT Centre for Faculty Development.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment of new clinical teachers</li> <li>• Course evaluations by students</li> <li>• Student experience</li> <li>• Educator experience</li> </ul>
<b>1-3 Establish new educational program options</b>	<ul style="list-style-type: none"> <li>• Explore program in Advanced Education in General Dentistry (AEGD)</li> <li>• Explore opportunities for partner/ joint programs with DDS or MSc, such as Masters of Education, Bioethics, Bioengineering.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of graduate programs</li> </ul>
<b>1-4 Foster the teaching of social responsibility through community outreach</b>	<ul style="list-style-type: none"> <li>• Initiate outreach opportunities in community settings that serve populations in need.</li> <li>• Define pedagogical objectives for outreach.</li> <li>• Expand opportunities for electives and summer placements in northern and underserved areas, as well as international placements.</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of role of dental practice in meeting community needs Student engagement in community programs</li> <li>• Increased number of students in outreach placements</li> </ul>
<b>1-5 Consider pedagogical and practical research in area of quality assurance that graduates can eventually use in practice to reduce 'harm'</b>	<ul style="list-style-type: none"> <li>• Define new approaches for standards of care, such as following the 'checklist' model used in Medicine and as pioneered by the airline industry.</li> </ul>	<ul style="list-style-type: none"> <li>• Educational approaches focusing on reduction in harm from treatment</li> </ul>

## 2.0 OPTIMIZE OUR CLINICAL PRACTICES IN PROVIDING OUTSTANDING CARE FOR OUR COMMUNITY

The Faculty's Clinical Practices are key to the educational programs at both the undergraduate and graduate levels and provide a valuable service to the public seeking quality, affordable care.

### OUR VISION

*Our students learn by providing excellent, compassionate care for all of our patients.*

Goals	Action Steps	Performance Measures
<b>2-1 Deliver outstanding care and service for all patients</b>	<ul style="list-style-type: none"> <li>Undertake a thorough assessment of how patients are guided and monitored through treatment in an effort to improve overall experience.</li> <li>Invest to improve patient access, e.g., reception and phone staff, upgraded technology, such as telephone systems, integrated on-line interactive website, self-service accessible terminals, fully electronic record keeping system.</li> <li>Extend clinic hours for improved access.</li> <li>Enhance patient and family education.</li> <li>Develop and improve Access to Care program to maximize benefits for patients with financial need; increase size and scope of Access to Care Fund.</li> </ul>	<ul style="list-style-type: none"> <li>Patient exit survey reports and patient satisfaction</li> <li>Number of patients</li> <li>Time to treatment completions</li> <li>Utilization of Access to Care Fund</li> </ul>
<b>2-2 Enrich the students' clinical learning</b>	<ul style="list-style-type: none"> <li>Assess the core-experience / comprehensive care balance to optimize student learning</li> <li>Build flexibility for students to increase their clinical practice experiences</li> <li>Strengthen the patient acceptance policy and procedures to align with learning objectives</li> <li>Define patient/practitioner partnership –</li> <li>Improve distribution of patient population by administration to ensure treatment efficiency</li> <li>Reduce dependence of core experience on finances of patients</li> <li>Better integrate across general (undergraduate) and specialty clinics. Establish joint treatment planning seminars or rounds where multiple disciplines collaborate on planning and presentations.</li> </ul>	<ul style="list-style-type: none"> <li>Student satisfaction, student clinical evaluations</li> <li>Increased collaboration between disciplines</li> </ul>
<b>2-3 Create Centre of Excellence in Clinical Dentistry</b>	<ul style="list-style-type: none"> <li>Develop a vision and business plan to confirm the specific goals of this centre, the resource requirements, and different funding mechanisms to support the Centre. (e.g. research grants, donors, patient revenues, etc.)</li> <li>Develop outstanding clinical space and practice opportunities to attract leading academic clinicians as practitioners, teachers and/or clinician-investigators.</li> <li>Collaborate with other top academic centres to learn from best practices and identify opportunities for ongoing collaboration and exchange.</li> <li>Engage students (graduate and undergraduate) rotating through the Centre as well as dental assistants/ancillary staff for innovative development of the 'specialty-assistant'.</li> </ul>	<ul style="list-style-type: none"> <li>Attracting highest quality clinician-investigators and clinical teachers</li> <li>Professional development opportunities for clinical assisting staff</li> <li>Patient experience reports</li> <li>Number of patients seeking treatment because of excellence and not price.</li> <li>Research and clinical practice continuum</li> </ul>

### 3.0 SHAPE AND GROW THE FACULTY'S RESEARCH ENTERPRISE AROUND TARGETED RESEARCH FOCI

The Faculty's research programs have been highly successful and require continual renewal to meet the needs of society and thrive amid changes in the research environment.

**OUR VISION**

*The Faculty of Dentistry is one of the leading destinations for students and faculty to conduct high-impact research that improves health.*

Goals	Action Steps	Performance Measures
<b>3-1 Establish strategic foci for research</b>	<ul style="list-style-type: none"> <li>• Confirm three to four strategic research foci for the Faculty.</li> <li>• Build on unique strengths in clinical research. Identify 1 or 2 clinical research opportunities and build a team to prepare a major grant application; partner outside the Faculty for clinical research expertise.</li> <li>• Build on unique strengths in educational research, Identify educational research opportunities.</li> <li>• Promote strategic research foci through targeted communications, e.g., dentistry alumni magazine, U of T alumni magazine, other U of T publications such as research reports, external media; dental professional media.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of collaborative grants</li> <li>• Increased visibility of research enterprise, i.e., in UofT communications, external media</li> </ul>
<b>3-2 Invest in our human resource capacity for research.</b>	<ul style="list-style-type: none"> <li>• Pursue funding mechanisms for junior faculty, aligning with strategic foci or themes (e.g., endowed professorships, start-up funds, CRC Chairs).</li> <li>• Move forward with the Faculty's new Research Advancement and Mentoring Program (RAMP) to support junior faculty, foster team building and collaborations, build mentorship.</li> <li>• Protect research time.</li> <li>• Identify and nurture undergraduate and graduate students with research potential or aspirations for research careers.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of research faculty</li> <li>• Number of grants</li> <li>• Total amount of annual grant funding</li> <li>• Total amount of overhead funds obtained from corporate grants</li> </ul>
<b>3-3 Position the Faculty to take leadership roles in national and international agencies and team grants</b>	<ul style="list-style-type: none"> <li>• Promote and facilitate team development around research projects (e.g., explore opportunities for support from the Canadian Oral Health Research Network )</li> <li>• Encourage / promote knowledge translation activities with team grants</li> <li>• Expand linkages/ relationships across U of T and with other universities around the strategic research foci</li> </ul>	<ul style="list-style-type: none"> <li>• Number of faculty members with leadership roles in agencies and/or team grants</li> </ul>
<b>3-4 Enhance the infrastructure support for and profile of the research enterprise</b>	<ul style="list-style-type: none"> <li>• Secure research space necessary to retain and attract researchers.</li> <li>• Increase peer review grant applications, team grant applications and CFI applications.</li> <li>• Explore the creation of dedicated Dental Research Institute in new space (long term solution needed for research space).</li> <li>• Review current research support services and identify needs for support (e.g., management of contracts).</li> <li>• Support/ assist faculty, part-time, and contract research staff in finding funding opportunities.</li> <li>• Introduce processes for internal peer review of all grant applications.</li> <li>• Enhance communications of research, profile of research and researchers.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of grant applications and grants</li> <li>• Number of publications</li> <li>• Square feet of research space</li> </ul>

## 4.0 INSPIRE AND EMPOWER OUR PEOPLE

The Faculty's success is achieved through its people – students, faculty, clinical instructors, staff and alumni. We recognize that we need to intentionally foster an environment that optimizes the success and contributions of everyone. For example, the student experience was considered in depth. Implementation of the Strategic Plan will ultimately transform the student experience.

### OUR VISION

*The experience at The Faculty of Dentistry is outstanding for everyone.*

*.... Finally, it's graduation. You look back and take pride in the quality of education you've received. You realize your journey as a dentist has just started but you know you'll be a competent clinician. You're eager to give back and become an active supporter of the Faculty. One day, you meet a young student contemplating on applying to dental school, you recommend UofT to them and tell him how easy it was for you to apply and how great your experience was 20 years ago!*

**Jeffery Lam, DDS 2014 Candidate, President Dental Students Society, Strategic Planning Retreat on June 25, 2013.**

Goals	Action Steps	Performance Measures
<b>4-1 Strengthen a culture of professionalism and collegiality</b>	<ul style="list-style-type: none"> <li>Embrace the Uof T Code of conduct to articulate the responsibilities and accountabilities of the Faculty community – students, faculty, clinical instructors, staff, patients, volunteers.</li> <li>Promote opportunities for social interaction and collegiality in an informal setting.</li> </ul>	<ul style="list-style-type: none"> <li>Culture assessments / surveys</li> <li>Number of, and engagement in, non-academic events</li> </ul>
<b>4-2 Strive for an outstanding student experience from application to graduation and transition to alumni engagement</b>	<ul style="list-style-type: none"> <li>Renew the applications and admissions processes for all programs – to achieve a 'best experience'.</li> <li>Strengthen resources and student services/support in areas of course outlines, schedules, room locations, materials needed, etc, and provide in a timely manner.</li> <li>Enhance access to appropriate counseling and advisory services for all students (e.g. academic, financial, personal support).</li> <li>Establish a formalized mentoring program for students engaging faculty and senior students, and recent alumni.</li> <li>Appoint a lead faculty member with responsibility for Student Life to enhance the supports for and focus on student engagement, well-being and student life.</li> <li>Enhance financial and administrative support for student-led initiatives/activities such as Orientation, Dentantics and Graduate Seminar series.</li> <li>Outline expectations and requirements for all graduate programs, including establishing a mentor-mentee contract.</li> <li>Develop detailed undergraduate and graduate student handbooks that provide important information for students throughout their school experience.</li> </ul>	<ul style="list-style-type: none"> <li>Rankings of applicants to Faculty as first choice of dental school</li> <li>Student engagement in extracurricular programs</li> <li>Student satisfaction</li> <li>Number of students with mentors</li> </ul>
<b>4.3 Support, mentor and develop our faculty and clinical instructors for success.</b>	<p>FACULTY:</p> <ul style="list-style-type: none"> <li>Design and implement a formal mentorship program for junior faculty focusing on the first three years to tenure.</li> <li>Conduct a needs assessment for and launch a formal faculty development program.</li> <li>Work with the university to establish a clinical professorship position.</li> <li>Investigate the possibility of hiring a part-time resource person to help guide staff, particularly clinical investigative staff, to create solid protocols or applications.</li> <li>Nominate faculty for University and prestigious external awards.</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment and retention of new faculty.</li> <li>Success rate of junior faculty publications in peer reviewed journals</li> <li>Profile of scientists and Faculty</li> </ul>

Goals	Action Steps	Performance Measures
	<ul style="list-style-type: none"> <li>Support faculty seeking to complete further education, such as Masters or Doctorate of Education.</li> </ul> <p>CLINICAL INSTRUCTORS:</p> <ul style="list-style-type: none"> <li>Formalize the recruitment, selection, orientation, in-service, evaluation, recognition and mentorship process for clinical instructors.</li> <li>Implement formal and regular evaluation of clinical instructors.</li> <li>Develop effective mechanisms to recognize and reward achievements, including more active teaching roles.</li> <li>Nominate for UofT and external teaching awards</li> <li>Address the physical working space including optimizing the clinic environment and providing consistent locker and lounge space.</li> </ul>	<ul style="list-style-type: none"> <li>Size of clinical instructor pool</li> <li>Evaluation of clinical instructors by students</li> <li>Teaching methods and educational technology</li> <li>Instructor uptake for development programs</li> <li>Instructor and student satisfaction</li> </ul>
<p><b>4.4 Engage, grow and recognize our clinical and administrative staff in contributing to our academic mission.</b></p>	<ul style="list-style-type: none"> <li>Complete a needs assessment and expand programs for staff development.</li> <li>Foster opportunities for teamwork and collaboration across units, divisions and departments (including more social events).</li> <li>Improve orientation for new staff.</li> <li>Provide ongoing staff development, including training for those in management and leadership positions</li> <li>Introduce recognition program for all staff.</li> <li>Profile and celebrate successes, innovations and individual/team approaches to creating a fantastic work environment.</li> <li>Engage staff in improving operational practices and efficiencies, new policies, work environment etc.</li> <li>Improve security, space and equipment.</li> <li>Review workloads with a view to realigning with priorities of strategic plan; clarify roles, expectations and accountabilities.</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at development programs</li> <li>Staff satisfaction</li> <li>Staff turnover rates</li> <li>Contributions to innovation</li> </ul>
<p><b>4.5 Foster the development and succession of leaders across the Faculty</b></p>	<ul style="list-style-type: none"> <li>Support access to formal leadership programs and prepare faculty and staff for leadership roles in various stages of their careers.</li> <li>Promote or publicize leadership positions and opportunities.</li> <li>Mentor faculty and staff on a leadership track.</li> </ul>	<ul style="list-style-type: none"> <li>Pipeline of well prepared leaders</li> <li>Leadership positions in other schools, professional organizations, etc. held by graduates &amp; past faculty</li> </ul>
<p><b>4-6 Expand opportunities to engage alumni with students, each other, and faculty/staff</b></p>	<ul style="list-style-type: none"> <li>Revisit and clarify roles of Alumni Association, Board and Alumni Relations staff.</li> <li>Expand career transitioning supports/ initiatives, including mentorship, to assist new graduates into careers</li> <li>Seek alumni role for student placements, including summer placements, outreach, and international experiences.</li> <li>Explore feasibility of alumni and other practitioners opening practices to student involvement as shadows (with appropriate guidelines concerning demonstrations of clinical procedures outside the jurisdiction of the Faculty of Dentistry).</li> </ul>	<ul style="list-style-type: none"> <li>Number of alumni-student events, initiatives (e.g., mentoring, summer placements)</li> <li>Number of alumni engaged in Faculty programs – as clinical instructors, teaching, admissions process,</li> </ul>

Goals	Action Steps	Performance Measures
	<ul style="list-style-type: none"> <li>• Develop / formalize mentorship for students and new graduates – linking with alumni and senior students– explore synergies with dentistry professional organizations and utilize UofT mentorship resources.</li> <li>• Continue support of class and program reunions.</li> <li>• Seek additional opportunities to support and reach out to alumni, such as involvement in service-learning programs, volunteer dentistry in the community or overseas, linking dental students to component societies in home communities, etc.</li> </ul>	<p>advancement initiatives</p> <ul style="list-style-type: none"> <li>• Involvement of Faculty, alumni and students in global, local and rural outreach – volunteer programs</li> </ul>

## 5.0 STRENGTHEN ORGANIZATIONAL CAPACITY AND EXTERNAL REACH

New approaches and initiatives call for re-aligned organizational structures and processes, robust communications, strengthened strategic partnerships and sustainable funding.

### OUR VISION

*The Faculty of Dentistry is known for its broad reach and impact - locally, nationally and internationally.*

Goals	Action Steps	Performance Measures
<p><b>5-1 Launch and resource a Faculty-wide communications strategy</b></p>	<ul style="list-style-type: none"> <li>• Undertake a communications audit/ needs assessment to determine communications needs, associated resources, and recommendations.</li> <li>• Centralize internal and external communications and assign responsibility for this role.</li> <li>• Strengthen infrastructure to support communications to promote the Faculty of Dentistry and support strategic plan initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Survey pre- and post-communications strategy</li> <li>• Number and reach of, media releases</li> <li>• Communications staffing in place</li> </ul>
<p><b>5-2 Build close relationships and partnerships with organized dentistry, as well as government and other health organizations as appropriate</b></p>	<ul style="list-style-type: none"> <li>• Lay the foundation for a robust external relations and partnerships strategy: a) compile a directory of current and potential external relationships/ partnerships throughout all units, offices and individual faculty. b) establish administrative oversight / accountability for external relations.</li> <li>• Leverage existing and/or build new partnerships to support at least three new strategic initiatives</li> <li>• Pursue joint projects, initiatives with organized dentistry; e.g., outreach initiatives, mentorship, career transitions.</li> <li>• Promote opportunities for Faculty representation on governance of organized dentistry and other forums.</li> <li>• Identify opportunities to promote greater integration of dentistry into health care.</li> <li>• Leverage UofT relationships in global health to engage Dentistry.</li> <li>• Strengthen collaborations and shared initiatives between the Health Sciences.</li> </ul>	<ul style="list-style-type: none"> <li>• Directory of current relationships/ partnerships</li> <li>• Growth in partnerships of the Faculty with University, government and health/ dentistry organizations</li> <li>• Engagement in global health initiatives</li> </ul>



Goals	Action Steps	Performance Measures
<b>5-3 Renew the Faculty organizational structure to optimize implementation of and accountability for the strategic plan directions and goals</b>	<ul style="list-style-type: none"> <li>• Develop a plan for organizational structure changes in response to key priorities outlined by the Working Groups and strategic plan.</li> <li>• Review administrative and committee structures to support organizational changes.</li> </ul> Develop and implement plan to: <ul style="list-style-type: none"> <li>• Formalize the responsibility/ accountability for the DDS program (e.g., reorganize for one Associate Dean, Academic; reconsider discipline structure at the undergraduate level and its administrative support).</li> <li>• Identify clear accountability for the two graduate programs, Clinical Specialty Masters/PhD and Doctoral-stream Masters/PhD programs.</li> <li>• Formalize faculty development for full and part time faculty (e.g. designate lead for this function).</li> <li>• Foster collaboration and cross-disciplinary culture/ environment (e.g., clustering or grouping disciplines).</li> </ul>	<ul style="list-style-type: none"> <li>• Student, faculty and staff satisfaction</li> <li>• Number of collaborative processes and teams</li> </ul>
<b>5-4 Attain sustainable funding for a vibrant future</b>	<ul style="list-style-type: none"> <li>• Explore a range of options to secure further sustainable funding for the Faculty</li> <li>• Broaden, deepen and diversify our philanthropic community.</li> <li>• Develop a “culture of philanthropy” within the Faculty of Dentistry – where 1) the function of development is better understood and integrated into annual and long range planning, and where 2) more members of our community are donors.</li> <li>• Increase total funds raised; increase number of donors.</li> </ul>	<ul style="list-style-type: none"> <li>• New funding sources</li> <li>• <i>Total funds</i> Donated</li> <li>• Number of donors</li> <li>• Attendance / engagement at development events</li> <li>• Campaign goals achieved</li> </ul>

## Moving Forward to Implementation

The Strategic Plan outlines a broad range of goals across five key strategic domains. To ensure that the goals are achieved in a timely manner, it will be important to establish appropriate oversight, implementation, and measurement of the plan.

### **Implementation Oversight and Guidance**

The Dean and the Implementation Committee will provide the leadership and oversight for the implementation of the Strategic Plan. Leads will be assigned for each strategic direction. The Implementation Committee will develop a monitoring and tracking process, as well as confirm the specific measures and indicators, and will report to the Faculty Council and Faculty members regularly on progress with the Plan.

### **Performance Measures**

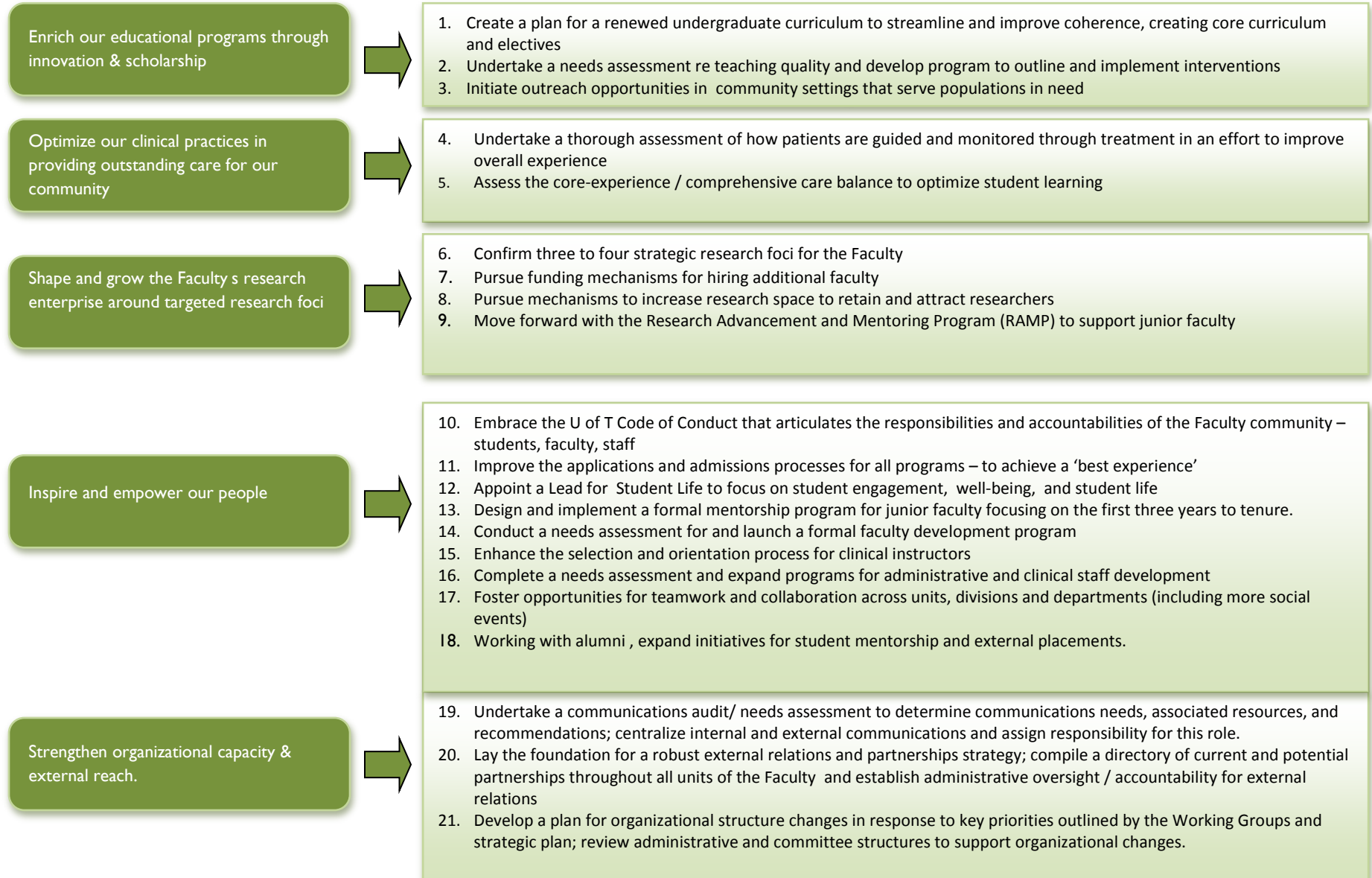
The Strategic Plan outlines a broad range of performance measures for each strategic direction. The Faculty Implementation Committee will compile the relevant indicators and measures to track progress with the priorities and goals.

### **Priorities**

The Strategic Plan outlines the goals and actions for the next five years. Several actions have been identified as priorities for the next 12 to 18 months. Progress and completion of the priority actions will lay the foundation for moving forward on additional actions over the subsequent years.

## Moving Forward - Implementation Priorities

### PRIORITY ACTIONS – FIRST 12 TO 18 MONTHS



## Concluding Remarks

The Faculty of Dentistry has committed to an exciting future that draws on the collective talent of its faculty, learners, instructors, staff and alumni. Building on its strengths in research, education and clinical practice, the Faculty will pursue new strategic directions, goals and priorities that will establish it as a formidable leader in improving health and shaping the future of the profession of dentistry. The plan focuses on raising the bar for the Faculty's educational, research and clinical practice programs. We have confirmed that our key resource is our people, and identified strategies to grow and support them to achieve their fullest potential. As a national and international leader in academic dentistry, we seek to build on our social responsibility and will engage locally, provincially and globally to make a difference in the health of local and global communities.

**Appendix I: Faculty of Dentistry – Summary Strategic Directions and Goals**

<p><b>1.0 Enrich our educational programs through innovation &amp; scholarship</b></p>	<p><b>4.0 Inspire and empower our people</b></p> <p>Strengthen our culture of professionalism and collegiality</p> <p>Strive for an outstanding student experience from application to graduation</p> <p>Support, mentor and develop our faculty and clinical instructors for success</p> <p>Engage, grow and recognize our clinical and administrative staff in contributing to our academic mission</p> <p>Foster the development and succession of leaders across the Faculty</p> <p>Expand opportunities to engage alumni with students, each other and faculty and staff</p>	<p><b>2.0 Optimize our clinical practices in providing outstanding care for our community</b></p>
<p>Design and implement curriculum renewal</p> <p>Strengthen teaching quality</p> <p>Establish new educational program options</p> <p>Foster the integration of social responsibility through community outreach</p> <p>Consider pedagogical and practical research in area of quality assurance that graduates can eventually use in practice to reduce 'harm'.</p>		<p>Deliver outstanding service for all our patients</p> <p>Enrich the students' clinical learning</p> <p>Create a Centre of Excellence in Clinical Dentistry</p>
<p><b>3.0 Shape and grow the Faculty's research enterprise around targeted research foci</b></p>		<p><b>5.0 Strengthen organizational capacity &amp; external reach</b></p>
<p>Establish strategic foci for research</p> <p>Build the research human resource capacity for the future</p> <p>Position the Faculty to take leadership roles in national and international agencies and team grants</p> <p>Enhance the infrastructure support for and profile of the research enterprise</p>		<p>Launch and resource a Faculty-wide communications strategy</p> <p>Build close relationships and partnerships with organized dentistry, as well as government and other health organizations as appropriate</p> <p>Renew the Faculty organizational structure to optimize implementation of and accountability for the strategic plan direction</p> <p>Attain sustainable funding for a vibrant future</p>

## Appendix II: Strategic Planning Working Group members

Working groups included representation from faculty, clinical and administrative staff, students, alumni, and clinical instructors.

<p><b>EDUCATION WORKING GROUP</b></p> <p>Jim Lai - Lead            Grace Bradley            David Cornell            Fatima Ebrahim            Yoav FinerSandeep Dab            Jennifer Holody            Gevik Malkhassian            Laura Tam</p>	<p><b>CLINICAL PRACTICES WORKING GROUP</b></p> <p>Jim Posluns - Lead            Marika Banfi            Faryn Berger            Karen Burgess            Romanita Ghilzon            Rhea Gold            Richard Rayman</p>	<p><b>RESEARCH WORKING GROUP</b></p> <p>Dennis Cvitkovitch - Lead            Grace de Souza            Ben Ganss            Vaia Galimanas            Anil Kishen            Vicki LeBlanc            Morris Manolson            Chris McCulloch            Carlos Quinonez            Dilani Senadheera            Sunjay Suri</p>
<p><b>STUDENT, STAFF AND FACULTY EXPERIENCE WORKING GROUP</b></p> <p>Howard Tenenbaum - Lead            Limor Avivi-Arber            Amir Azarpazhooh            Bettina Basrani            Lorne Chapnick            Gazelle Crasto            Margaret Edghill            Nina Gawlik            Rhea Gold            Morris Manolson            Richard Rayman            Shlomi Tamam            Miriam Stephan            Quyen Su            Dzmitry Zhylich</p>	<p><b>COMMUNICATIONS, PROFILE AND PARTNERSHIPS WORKING GROUP</b></p> <p>Lynn Tomkins - Lead            Susan Alksnis            Greg Anderson            Bob Carroll            James Fiege            Frank Kalamut            Brian Laski            Tom Magyarody            Angelos Metaxas            John Scalia            Shaun Sharma            Valerie Stavro</p>	<p><b>ORGANIZATIONAL STUCTURE AND LEADERSHIP WORKING GROUP</b></p> <p>Daniel Haas - Lead            Mary Choi            Omar El-Mowafy            Ernie Lam            David Mock</p>