



ACHIEVING IMPACT THROUGH EXCELLENCE

Strategic Plan
2014 – 2019



UNIVERSITY OF TORONTO
FACULTY OF DENTISTRY



STRATEGIC PLAN 2014-2019

INTRODUCTION

As a national and international leader in academic dentistry, the University of Toronto Faculty of Dentistry seeks to build on its strengths in research, education and clinical practice. With this goal, in early 2013, Dean Daniel Haas launched a comprehensive planning process to develop a robust and clearly defined roadmap that will direct the Faculty over the next five years.

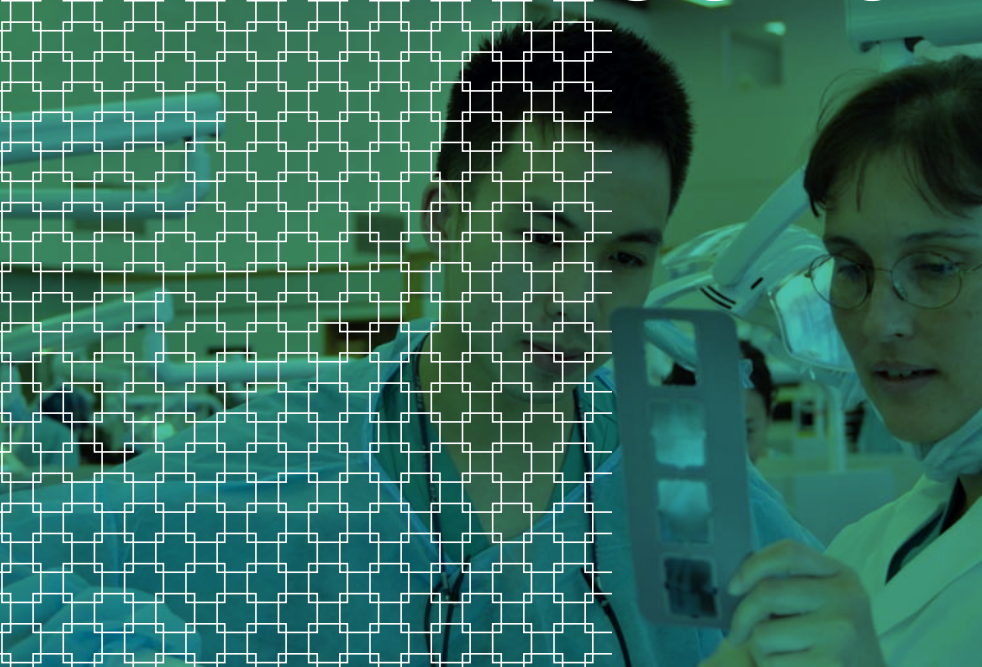
Guided by a Strategic Planning Committee, the resulting Strategic Plan incorporates input from faculty, students, clinical instructors, alumni and support staff. The result is a set of key strategic directions, goals and priorities that will raise the bar for the Faculty of Dentistry's educational, research and clinical practice programs.

The Faculty has committed to an exciting future that makes a difference in the health of communities. The Strategic Plan will ensure we remain a formidable leader in improving health and shaping the future of the profession of dentistry, locally and globally.

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DEAN'S MESSAGE



**OUR 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.**

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*

Ernest Lam

Howard Tenenbaum*

Lynn Tomkins*

*WORKING GROUP LEADERS

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*. It comprises thoughtful input gathered from several hundred people, including faculty, students, staff, alumni and key stakeholders.

Significant advances in dentistry demand enhanced competencies. Our faculty will be preparing students to address these challenges and opportunities, as well as those in the future. We will also be conducting research to lead this change.

The planning process confirmed our greatest strength: our people. The scope of their collective clinical, academic and scientific work provides leadership advantages that position us competitively among the top-tier North American dental schools. Working together, our Faculty can capitalize on many large-scale, innovative opportunities to build our programs and 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 ensures we have the talents to achieve our new vision and mission.

As we aim to improve health and advance dentistry, our Strategic Plan recognizes the importance of leadership, innovation and a relentless pursuit of excellence. We have committed to core values that we will consistently embrace at every step. As guideposts on our roadmap, we have established five key strategic directions:

1. Enrich our educational programs through innovation and scholarship
2. Optimize our practices to provide outstanding clinical 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

Implementation requires commitment, distributed leadership and the infrastructure to support new initiatives. We will hold ourselves accountable and regularly check in with our stakeholders to see how we are doing.

This Plan would have been impossible without the hard work of the Strategic Planning Committee; sustained leadership from our working group leaders; and input from so many in working groups, focus groups, the retreat, and those who submitted suggestions. All truly care about our school and the importance of our work. With that shared characteristic, we are well positioned to achieve our goals. We thank them all for their contribution and efforts.

Our strategy consultants, Helena Axler and Susan Tremblay, also warrant thanks. Their expertise skillfully guided us, taking into account a vast amount of material, to help us craft our Strategic Plan.

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



Daniel Haas, DDS, PhD, FRCD(C)

Dean, Faculty of Dentistry
University of Toronto



WHERE WE ARE NOW

Canada's first dental school, the University of Toronto Faculty of Dentistry is one of the leading dental schools in North America and the largest, most comprehensive in Canada – an innovation leader with a distinguished history of education and research in this critical area of human health.

The Faculty 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 Oral Medicine, Orthodontics, Paediatric Dentistry, Periodontology, and Prosthodontics.

The Faculty has Canada's largest cohort of PhD candidates within a dental school.

The Faculty's clinical teaching and research is networked with collaborative programs at several Toronto teaching hospitals, other University of Toronto units (Faculties of Medicine, Nursing, Pharmacy, Applied Science and Engineering, and the School of Public Health) and has global collaborations in over 20 countries.

OUR CHANGING CONTEXT

An aging population, international trends toward comprehensive reforms in the education of health professionals, and an increasingly competitive environment for research funding present new challenges and opportunities.

The rate of change in systems of health and disease, the uncertain economic climate, and the increasingly global marketplace underscore how important it is for the Faculty of Dentistry to be nimble and responsive for continued leadership in dentistry in the years ahead.

Dental Practice

Evolution in the practice of dentistry is faster than ever. We must prepare for new challenges and opportunities that include: introduction of more sophisticated technology and products; demand for new, less invasive procedures; scopes of practice that overlap across specialties; the issue of access to care, and increasing patient expectations.

Research Environment

Granting agencies are increasingly focusing their resources on translational and collaborative team-based projects. With success rates very low for both initial and renewal peer-reviewed research grant funding, the Faculty must compete in a funding climate that is progressively more challenging. More than ever, we need to build broad research teams to tackle big questions and pursue funding from less traditional sources.

Educational Environment

Comprehensive reforms in the training of healthcare professionals by the Commission on the Education of Health Professionals for the 21st Century (2010)¹ call 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.”²

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.

Our strength in faculty research is evident in the international distinction earned by numerous faculty members. 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 hold or have held leadership roles in academia and organized dentistry across Canada and internationally.

Influenced by a new generation of learners, we must respond to the shift towards more community-based, technologically advanced educational models.

Canadian students in greater numbers find it challenging to access dental education in Canada. We must stem the flow of those thinking that their only option is to complete their education in the United States.

Demographics and Population Health

Population growth and aging intensify the need for oral healthcare. Oral diseases are the world's most common maladies, yet inequities in access to care persist everywhere. In its Vision 2020, the World Dental Federation wrote: "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."³ The Faculty has an opportunity to contribute to the solution.

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.

1 [HTTP://HEALTHPROFESSIONALS21.ORG/IMAGES/HEALTHPROFNEWCENTREPORT.PDF](http://healthprofessionals21.org/images/healthprofnewcentreport.pdf)

2 FDI VISION 2020: SHAPING THE FUTURE OF ORAL HEALTH, INTERNATIONAL DENTAL JOURNAL 2012; 62:278-291.

3 FDI VISION 2020: SHAPING THE FUTURE OF ORAL HEALTH, INTERNATIONAL DENTAL JOURNAL 2012; 62: PAGE 281.



WHERE WE ARE NOW A SOLID FOUNDATION FOR RENEWAL

The Faculty of Dentistry is poised for major renewal. We have distinguished senior faculty and rising stars, inspired students, and excellent research, clinical and educational programs.

FACULTY, CLINICAL INSTRUCTORS, STAFF & ALUMNI

Appointed Academic Staff
75 Full-Time Equivalents
Clinical Instructors **500**
Administrative, Research &
Clinical Staff **180**
Alumni **8,000**

- > 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

STUDENTS

DDS **386**
International Dentist Advanced
Placement Program (IDAPP) **30**
Graduate Students **128**
MSc **97**; PhD **31**

- > Ability to attract top students
- > Offer all recognized dental specialty programs
- > Comprehensive undergraduate program – graduating strong clinicians
- > Leading educational program for Canada's internationally-trained dentists; the IDAPP
- > Highly regarded Graduate Basic Science and Specialty programs; PhD training a major strength
- > Strong well-attended Continuing Education programs

RESEARCH

Grants (2013-14) **\$6,700,000**
Publications (2013-14) **266**

- > 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

Clinic visits (2013-14) **78,000**

- > 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
- > Community partnerships

TOTAL OPERATING BUDGET
\$40,000,000 (2013-14)



WHERE WE NEED TO BE OUR VISION, MISSION AND VALUES

We have reflected on the many changes reshaping the practice of dentistry, and defined our academic mission and the actions required to fulfill it. Crafting our shared vision builds on our accomplishments and anticipates the potential of our talents and aspirations. Along with fully articulated values, this is the firm platform from which the Faculty of Dentistry launches its new Strategic Plan.

OUR VISION, MISSION AND VALUES

VISION

We improve health by advancing dentistry through inspired leadership, innovation, and excellence in education, research and practice.

MISSION

We shape the future of dentistry and promote optimal health by:

- > Preparing the next generation of clinicians, scientists, educators and leaders in the profession
- > Conducting high-impact research
- > Establishing partnerships and networks locally, nationally and internationally to translate research knowledge into practice and policy
- > Promoting comprehensive and patient-centred care from disease prevention to management
- > Developing and supporting evidence-informed policies to advance and advocate for the needs of society

VALUES

We are guided by the following values:

- > **EXCELLENCE** in achieving the highest standards of scholarship, critical thinking, professionalism, clinical practice and outcomes
- > **ETHICALITY** encompassing integrity in practice and behavior
- > **RESPECT** for diverse ideas, rights, beliefs and perspectives of all students, patients, staff and faculty
- > **COMPASSION** in patient care
- > **COLLABORATION** across disciplines and professions, with internal and external partners
- > **ACCOUNTABILITY** by fairness and transparency in all of our activities
- > **SOCIAL RESPONSIBILITY** in meeting the oral health needs of disadvantaged populations and serving the needs of our communities

HOW WE'LL GET THERE

Five strategic
directions
for the
Faculty of
Dentistry

“... 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 APPLYING TO DENTAL SCHOOL. YOU RECOMMEND U OF T AND TELL HIM HOW EASY IT WAS FOR YOU TO APPLY AND HOW GREAT YOUR EXPERIENCE WAS 20 YEARS AGO!”

JEFFREY LAM, DDS 2014 CANDIDATE
PRESIDENT DENTAL STUDENTS SOCIETY
STRATEGIC PLANNING RETREAT, JUNE 25, 2013

OUR STRATEGIC DIRECTIONS

OUR DIRECTIONS RESULT IN IMPACT

OUR IMPACT FULFILLS OUR VISION

1

ENRICH OUR **EDUCATIONAL PROGRAMS** THROUGH INNOVATION & SCHOLARSHIP

> We **shape the future of the profession** of dentistry.

2

OPTIMIZE OUR PRACTICES TO PROVIDE OUTSTANDING **CLINICAL CARE** FOR OUR COMMUNITY

> We are the **destination of choice** for undergraduate and graduate education.

3

SHAPE AND GROW OUR **RESEARCH** ENTERPRISE AROUND TARGETED RESEARCH FOCI

> We are highly regarded for leading and **best practices in clinical service.**

4

INSPIRE AND EMPOWER **OUR PEOPLE**

> Our **translational research** changes practice and improves health.

5

STRENGTHEN OUR **ORGANIZATIONAL CAPACITY & REACH**

> Our **outstanding people** – students, faculty and staff – continually drive innovation.

> **We make a difference** in the health of local and global communities.

We **improve health by advancing dentistry** through inspired leadership, innovation, and excellence in education, research and practice.



**MOVING
FORWARD**

**OUR
COMPLETE
ACTION
STEPS**



OUR VISION

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

1

ENRICH OUR EDUCATIONAL PROGRAMS THROUGH INNOVATION & SCHOLARSHIP

GOALS

PRIORITIES – FIRST 12 TO 18 MONTHS

1. Create a plan to renew and streamline undergraduate curriculum to improve coherence, creating core curriculum and electives
2. Assess needs regarding teaching quality and develop program to outline and implement interventions
3. Initiate outreach opportunities in community settings that serve populations in need

1-1
DESIGN AND IMPLEMENT CURRICULUM RENEWAL

1-2
STRENGTHEN TEACHING ACROSS ALL PROGRAMS

1-3
ESTABLISH NEW EDUCATIONAL PROGRAM OPTIONS

1-4
FOSTER THE TEACHING OF SOCIAL RESPONSIBILITY THROUGH COMMUNITY OUTREACH

1-5
CONSIDER PEDAGOGICAL AND PRACTICAL RESEARCH IN AREA OF QUALITY ASSURANCE THAT GRADUATES CAN EVENTUALLY USE IN PRACTICE TO REDUCE 'HARM'

	ACTION STEPS	PERFORMANCE MEASURES
	<ul style="list-style-type: none"> > Renew undergraduate curriculum to streamline and improve coherence, revising core curriculum and adding new electives > Promote access to and availability of on-line and technology assisted education > Renew standardization and strengthen evaluation, testing and grading of students. Review and renew student self-assessment process > Create a model to better integrate science into clinical training. Highlight the practical implications of scientific research > Streamline and define commonalities in the specialty-associated Masters/PhD programs; more cross-discipline learning and greater collaboration between the specialties; address approaches to the research program component; consider course-based master's option > Facilitate improved access to courses in other Faculties 	<ul style="list-style-type: none"> > Renewed curriculum > Ongoing curriculum change > Student satisfaction > Increased awareness and application of evidence-based practice > Increased numbers of graduates demonstrating interest in academic or clinician investigator careers
	<ul style="list-style-type: none"> > Undertake a needs assessment re teaching quality and develop a program to outline and implement interventions > Explore the opportunity to appoint and promote excellent clinical teachers (i.e., clinical professor or professor of practice) > Enhance and improve access to ongoing faculty development educational sessions aligned with teaching philosophy and obtain permission from RCDSO to give these programs status for CDE credits > Tap into faculty development expertise of the American Dental Education Association (ADEA) and the U of T Centre for Faculty Development 	<ul style="list-style-type: none"> > Recruitment of new clinical teachers > Course evaluations by students > Student experience > Educator experience
	<ul style="list-style-type: none"> > Explore program in Advanced Education in General Dentistry (AEGD) > Explore opportunities for partner/joint programs with DDS or MSc, such as Masters of Education, Bioethics, Bioengineering 	<ul style="list-style-type: none"> > Number of graduate programs
	<ul style="list-style-type: none"> > Initiate outreach opportunities in community settings that serve populations in need > Define pedagogical objectives for outreach > Expand opportunities for electives and summer placements in northern and underserved areas, as well as international placements 	<ul style="list-style-type: none"> > Understanding of role of dental practice in meeting community needs > Student engagement in community programs > Increased number of students in outreach placements
	<ul style="list-style-type: none"> > Define new approaches for standards of care, such as following the 'checklist' model used in Medicine and as pioneered by the airline industry 	<ul style="list-style-type: none"> > Educational approaches focusing on reduction in harm from treatment

OUR VISION

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

2

OPTIMIZE OUR PRACTICES
TO PROVIDE OUTSTANDING
CLINICAL CARE FOR OUR
COMMUNITY

PRIORITIES – FIRST 12 TO 18 MONTHS

4. Thoroughly assess how patients are guided and monitored through treatment to improve overall experience
5. Assess the balance between core-experience and comprehensive care to optimize student learning

GOALS

2-1
**DELIVER OUTSTANDING CARE AND
SERVICE FOR ALL PATIENTS**

2-2
**ENRICH THE STUDENTS'
CLINICAL LEARNING**

2-3
**CREATE *CENTRE OF EXCELLENCE IN
CLINICAL DENTISTRY***

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

OUR VISION

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

3

SHAPE AND GROW OUR
RESEARCH ENTERPRISE
AROUND TARGETED
RESEARCH FOCI

PRIORITIES – FIRST 12 TO 18 MONTHS

- 6.** Confirm three to four strategic research foci for the Faculty
- 7.** Pursue funding mechanisms for hiring additional faculty
- 8.** Pursue mechanisms to increase research space, and to attract and retain researchers
- 9.** Move forward with the Research Advancement and Mentoring Program (RAMP) to support junior faculty

GOALS

**3-1
ESTABLISH STRATEGIC FOCI
FOR RESEARCH**

**3-2
INVEST IN OUR HUMAN RESOURCE
CAPACITY FOR RESEARCH**

**3-3
POSITION THE FACULTY TO
TAKE LEADERSHIP ROLES IN
NATIONAL AND INTERNATIONAL
AGENCIES AND TEAM GRANTS**

**3-4
ENHANCE THE INFRASTRUCTURE
SUPPORT FOR AND PROFILE OF
THE RESEARCH ENTERPRISE**

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

OUR VISION

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

4

INSPIRE AND EMPOWER OUR PEOPLE

PRIORITIES – FIRST 12 TO 18 MONTHS

- 10.** Embrace the U of T Code of Conduct that articulates the responsibilities and accountabilities of the Faculty community – students, faculty, staff
- 11.** Improve the process for applications and admissions across all programs to achieve a ‘best experience’
- 12.** Appoint a *Lead for Student Life* to focus on student engagement, well-being and student life
- 13.** Design and implement a formal mentorship program for junior faculty, focusing on the first three years to tenure
- 14.** Assess needs for – and launch – a formal program for faculty development
- 15.** Enhance the process by which we select and orient clinical instructors
- 16.** Assess needs for administrative and clinical staff development, and expand programs
- 17.** Foster opportunities for teamwork and collaboration across units, divisions and departments (including more social events)
- 18.** Work with alumni to expand initiatives for student mentorship and external placements

GOALS

**4-1
STRENGTHEN A CULTURE OF
PROFESSIONALISM AND COLLEGIALITY**

**4-2
STRIVE FOR AN OUTSTANDING
STUDENT EXPERIENCE FROM
APPLICATION TO GRADUATION AND
TRANSITION TO ALUMNI ENGAGEMENT**

**4-3
SUPPORT, MENTOR AND DEVELOP
OUR FACULTY AND CLINICAL
INSTRUCTORS FOR SUCCESS**

	ACTION STEPS	PERFORMANCE MEASURES
	<ul style="list-style-type: none"> > Embrace the U of T Code of Conduct to articulate the responsibilities and accountabilities of the Faculty community – students, faculty, clinical instructors, staff, patients and volunteers > Promote opportunities for social interaction and collegiality in an informal setting 	<ul style="list-style-type: none"> > Culture assessments/ surveys > Number of, and engagement in, non-academic events
	<ul style="list-style-type: none"> > Renew the applications and admissions processes for all programs to achieve a ‘best experience’ > Strengthen resources and student services/support in areas of course outlines, schedules, room locations, materials needed, etc., and provide in a timely manner > Enhance access to appropriate counseling and advisory services for all students (e.g., academic, financial, personal support) > Establish a formalized mentoring program for students, engaging faculty, senior students and recent alumni > 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 > Enhance financial and administrative support for student-led initiatives/activities such as Orientation, Dentantics and Graduate Seminar series > Outline expectations and requirements for all graduate programs, including establishing a mentor-mentee contract > Develop detailed undergraduate and graduate student handbooks that provide important information for students throughout their school experience 	<ul style="list-style-type: none"> > Rankings of applicants to Faculty as first choice of dental school > Student engagement in extracurricular programs > Student satisfaction > Number of students with mentors
	<p>FACULTY:</p> <ul style="list-style-type: none"> > Design and implement a formal mentorship program for junior faculty focusing on the first three years to tenure > Conduct a needs assessment for and launch a formal faculty development program > Work with the university to establish a clinical professorship position > Investigate the possibility of hiring a part-time resource person to help guide staff, particularly clinical investigative staff, to create solid protocols or applications > Nominate faculty for university and prestigious external awards > Support faculty seeking to complete further education, such as Masters or Doctorate of Education <p>CLINICAL INSTRUCTORS:</p> <ul style="list-style-type: none"> > Formalize the recruitment, selection, orientation, in-service, evaluation, recognition and mentorship process for clinical instructors > Implement formal and regular evaluation of clinical instructors > Develop effective mechanisms to recognize and reward achievements, including more active teaching roles > Nominate for U of T and external teaching awards > Address the physical working space including optimizing the clinic environment and providing consistent locker and lounge space 	<ul style="list-style-type: none"> > Recruitment and retention of new faculty > Success rate of junior faculty publications in peer reviewed journals > Profile of scientists and faculty > Size of clinical instructor pool > Evaluation of clinical instructors by students > Teaching methods and educational technology > Instructor uptake for development programs > Instructor and student satisfaction

4

INSPIRE AND EMPOWER OUR PEOPLE

GOALS

**4-4
ENGAGE, GROW AND RECOGNIZE
OUR CLINICAL AND ADMINISTRATIVE
STAFF IN CONTRIBUTING TO OUR
ACADEMIC MISSION**

**4-5
FOSTER THE DEVELOPMENT AND
SUCCESSION OF LEADERS ACROSS
THE FACULTY**

**4-6
EXPAND OPPORTUNITIES TO ENGAGE
ALUMNI WITH STUDENTS, EACH OTHER,
AND FACULTY/STAFF**



	ACTION STEPS	PERFORMANCE MEASURES
	<ul style="list-style-type: none"> > Complete a needs assessment and expand programs for staff development > Foster opportunities for teamwork and collaboration across units, divisions and departments (including more social events) > Improve orientation for new staff > Provide ongoing staff development, including training for those in management and leadership positions > Introduce recognition program for all staff > Profile and celebrate successes, innovations and individual/team approaches to creating a fantastic work environment > Engage staff in improving operational practices and efficiencies, new policies, work environment, etc. > Improve security, space and equipment > Review workloads with a view to realigning with priorities of strategic plan; clarify roles, expectations and accountabilities 	<ul style="list-style-type: none"> > Attendance at development programs > Staff satisfaction > Staff turnover rates > Contributions to innovation
	<ul style="list-style-type: none"> > Support access to formal leadership programs and prepare faculty and staff for leadership roles in various stages of their careers > Promote or publicize leadership positions and opportunities > Mentor faculty and staff on a leadership track 	<ul style="list-style-type: none"> > Pipeline of well-prepared leaders > Leadership positions in other schools, professional organizations, etc., held by graduates and past faculty
	<ul style="list-style-type: none"> > Revisit and clarify roles of Alumni Association, Board and Alumni Relations staff > Expand career transitioning supports/initiatives, including mentorship, to assist new graduates into careers > Seek alumni role for student placements, including summer placements, outreach and international experiences > 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) > Develop/formalize mentorship for students and new graduates – linking with alumni and senior students – explore synergies with dentistry professional organizations and utilize U of T mentorship resources > Continue support of class and program reunions > 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. 	<ul style="list-style-type: none"> > Number of alumni-student events, initiatives (e.g., mentoring, summer placements) > Number of alumni engaged in Faculty programs – as clinical instructors, teaching, admissions process, advancement initiatives > Involvement of faculty, alumni and students in global, local and rural outreach – volunteer programs

OUR VISION

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

5

STRENGTHEN OUR ORGANIZATIONAL CAPACITY & REACH

PRIORITIES – FIRST 12 TO 18 MONTHS

19.

Audit communications, assess needs, and recommend vehicles, channels and associated resources; centralize and assign responsibility for internal and external communications

20.

Lay the foundation for a robust strategy for external relations and partnerships; compile a directory of current and potential partnerships throughout all units of the Faculty; establish administrative oversight/accountability for external relations

21.

Develop a plan for changes in organizational structure in response to key priorities outlined by the Working Groups and Strategic Plan; review administrative and committee structures to support organizational changes

GOALS

**5.1
LAUNCH AND RESOURCE A FACULTY-WIDE COMMUNICATIONS STRATEGY**

**5.2
BUILD CLOSE RELATIONSHIPS AND PARTNERSHIPS WITH ORGANIZED DENTISTRY, AS WELL AS GOVERNMENT AND OTHER HEALTH ORGANIZATIONS AS APPROPRIATE**

**5.3
RENEW THE FACULTY ORGANIZATIONAL STRUCTURE TO OPTIMIZE IMPLEMENTATION OF AND ACCOUNTABILITY FOR THE STRATEGIC PLAN DIRECTIONS AND GOALS**

**5.4
ATTAIN SUSTAINABLE FUNDING FOR A VIBRANT FUTURE**

	ACTION STEPS	PERFORMANCE MEASURES
	<ul style="list-style-type: none"> > Undertake a communications audit/needs assessment to determine communications needs, associated resources and recommendations > Centralize internal and external communications and assign responsibility for this role > Strengthen infrastructure to support communications to promote the Faculty of Dentistry and support strategic plan initiatives 	<ul style="list-style-type: none"> > Survey pre- and post-communications strategy > Number and reach of media releases > Communications staffing in place
	<ul style="list-style-type: none"> > Lay the foundation for a robust external relations and partnerships strategy: <ul style="list-style-type: none"> 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 > Leverage existing and/or build new partnerships to support at least three new strategic initiatives > Pursue joint projects and initiatives with organized dentistry (e.g., outreach initiatives, mentorship, career transitions) > Promote opportunities for Faculty representation in governance of organized dentistry and other forums > Identify opportunities to promote greater integration of dentistry into health care > Leverage U of T relationships in global health to engage Dentistry > Strengthen collaborations and shared initiatives between the Health Sciences 	<ul style="list-style-type: none"> > Directory of current relationships/partnerships > Growth in partnerships of the faculty with university, government and health/dentistry organizations > Engagement in global health initiatives
	<ul style="list-style-type: none"> > Develop a plan for organizational structure changes in response to key priorities outlined by the Working Groups and strategic plan > Review administrative and committee structures to support organizational changes > Develop and implement plan to: <ul style="list-style-type: none"> • 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) • Identify clear accountability for the two graduate programs, Clinical Specialty Masters/PhD and Doctoral-stream Masters/PhD programs • Formalize faculty development for full- and part-time faculty (e.g., designate lead for this function) • Foster collaboration and cross-disciplinary culture/environment (e.g., clustering or grouping disciplines) 	<ul style="list-style-type: none"> > Student, faculty and staff satisfaction > Number of collaborative processes and teams
	<ul style="list-style-type: none"> > Explore a range of options to secure further sustainable funding for the Faculty > Broaden, deepen and diversify our philanthropic community > Develop a “culture of philanthropy” within the Faculty of Dentistry where: <ol style="list-style-type: none"> 1) the function of development is better understood and integrated into annual and long range planning; and 2) more members of our community are donors > Increase total funds raised; increase number of donors 	<ul style="list-style-type: none"> > New funding sources > Total funds donated > Number of donors > Attendance/engagement at development events > Campaign goals achieved

MOVING FORWARD TO IMPLEMENTATION

OUR PRIORITIES, GOALS AND ACTION STEPS

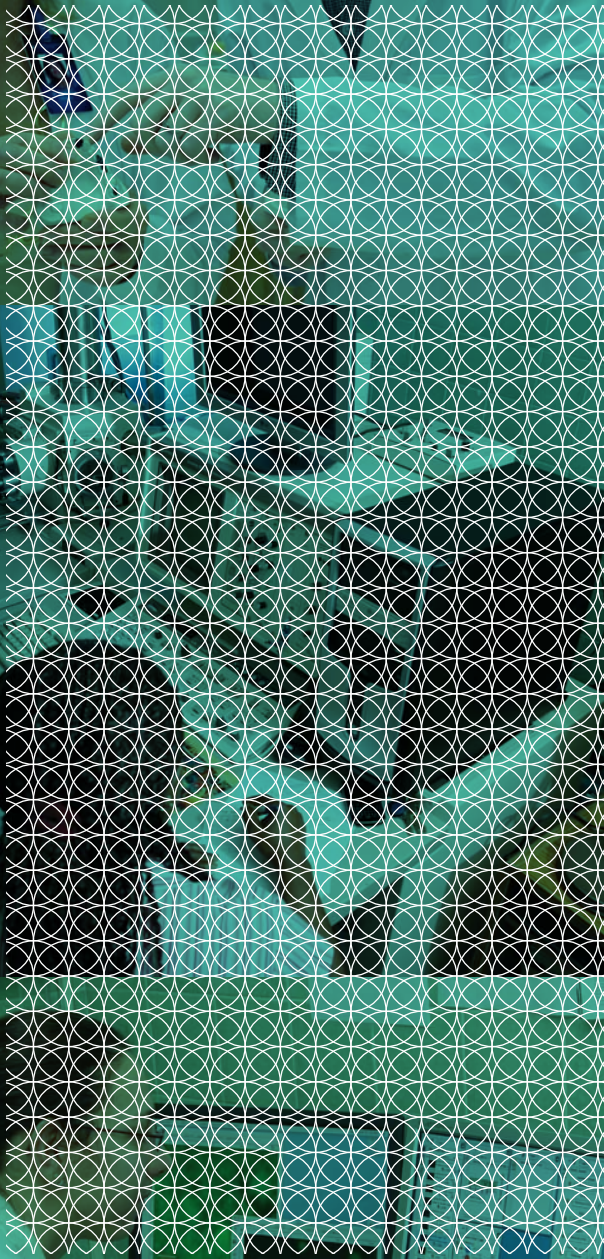
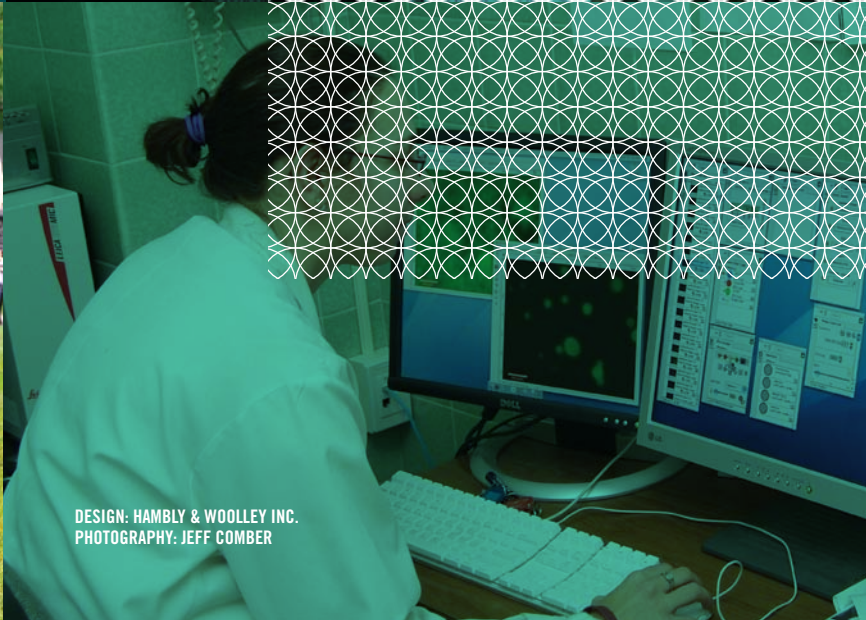
The Strategic Plan outlines goals across five key strategic domains. To ensure that these are achieved in a timely manner, it is important to establish appropriate oversight of implementation, and to measure what we achieve.

IMPLEMENTATION OVERSIGHT AND GUIDANCE

The Dean and the Implementation Committee will lead and oversee implementation of the Strategic Plan, with a leader assigned for each strategic direction. The Implementation Committee will report regularly on progress to the Faculty Council and faculty members.

PERFORMANCE MEASURES

Specific performance measures and indicators have been established for each strategic direction in the plan, and the Implementation Committee is developing a process to monitor and track progress with the relevant priorities and goals.



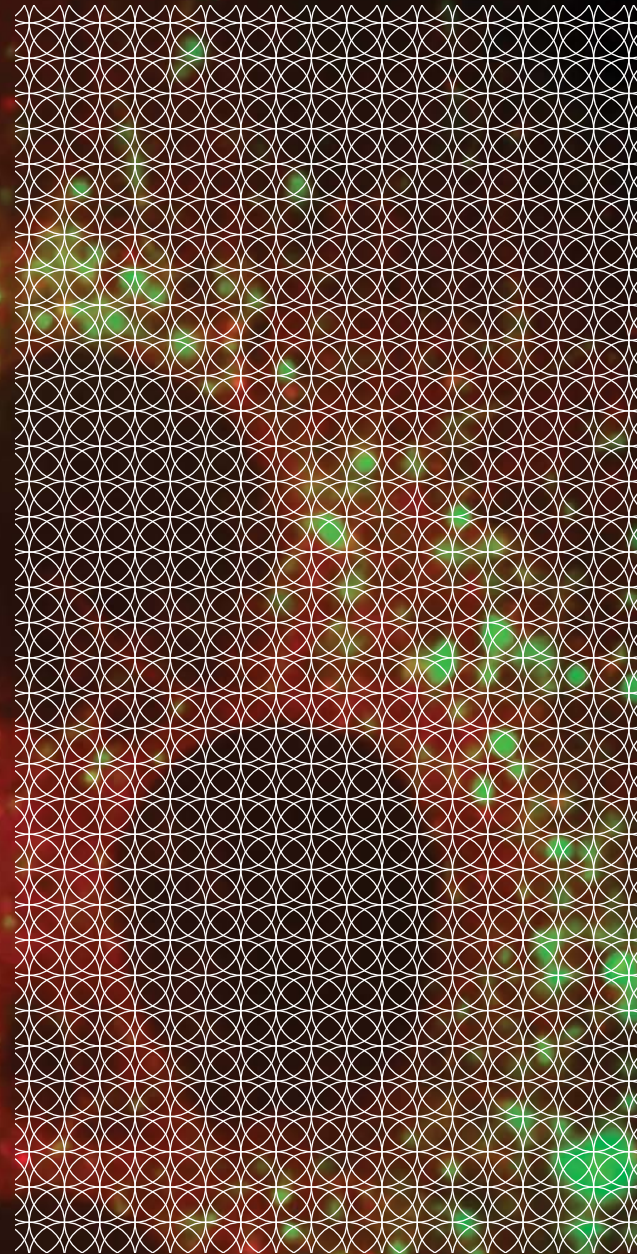
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**ACHIEVING
IMPACT
THROUGH
EXCELLENCE**
Strategic Plan
2014 – 2019

Faculty of Dentistry
University of Toronto
124 Edward Street
Toronto, ON
Canada M5G 1G6
Phone 416.979.4900
Fax 416.979.4936
www.dentistry.utoronto.ca



UNIVERSITY OF TORONTO
FACULTY OF DENTISTRY