

FACULTY OF DENTISTRY STRATEGIC PLAN 2014-19

Year Two Progress Report



UNIVERSITY OF TORONTO
FACULTY OF DENTISTRY

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DEAN'S MESSAGE

The past twelve months have represented an exciting time of transition for the Faculty of Dentistry. We remain committed to a process of evolution and building towards our goals for the future, and we are equally committed to reporting on our progress.

The following document represents a culmination of our progress on our Strategic Plan priorities from July 1, 2015 through June 30, 2016, during what has been a pivotal year for the Faculty. Collectively, we can be proud that we have met so many of our major goals, including plans for a significant revitalization of our research facilities. Other goals have evolved to meet our changing needs. Over the next year we will continue to make progress in line with our values and vision.

Outlined here are the progress reports on our twelve priority actions for 2015-16 and our eight priorities actions for the coming academic year. Each of these action points, derived from our Strategic Plan, will keep us working for positive change. Although not easy, the challenges of progress bring benefits for us all – not just now but for future generations of students, staff and faculty.

The 2015-16 Strategic Implementation Committee, listed below, has been invaluable for their insights and energy in bringing our goals to fruition over the past year:

Chair: Daniel Haas
Grace Bradley
Mary Choi
Bernhard Ganss
Jim Yuan Lai
Ernest Lam

Lindsay Louwagie
Morris Manolson
Susan Mazza
James Posluns
Carlos Quiñonez
Howard Tenenbaum
Erin Vollick

I want to thank each of the members for their contributions. For the 2016-17 committee, Dr. Louwagie will be leaving us as she enters dental practice. I want to welcome to the committee new members Jacob Fitzgerald, our DSS president, and Selina Esteves, our new Director of Advancement. Additionally, I want to thank each of the Working Group members for their substantial contributions to furthering our progress. I would also like to extend my thanks to everyone at the Faculty for what has turned out to be an exceptional year of challenge, change, and progress.

Daniel Haas
Dean, Faculty of Dentistry

PRIORITIES: 2015-16

Design and implement DDS curriculum renewal, including exploring the feasibility of added electives and core curriculum

Lead: Jim Yuan Lai

Working Group: Grace Bradley, Margaret Edghill, Shael Markin, James Posluns, Laura Tam

Performance Measures:

- Implementation of curriculum renewal started
- Feasibility of core curriculum determined

Progress to June 30, 2016:

The working group developed and implemented a fulsome redesign process for the DDS curriculum renewal, focusing on the framework of core competencies from the Association of Canadian Faculties of Dentistry (ACFD). Taking the learnings identified from the DDS graduation survey, several key changes were implemented to improve horizontal and vertical integration. Examples include a comprehensive review of occlusion, strengthened implant therapy, and increased clinical experiences for students. In addition, the ethics curriculum was reviewed and expanded, and key electives were added focusing on community-based service learning in order to foster a greater integration of social responsibility into the DDS program. Additional electives are in development for further community-based learning in Canada and internationally. Ongoing curriculum review and renewal will continue using the ACFD framework as a guide to ensure the core curriculum is protected, through the office of the Vice Dean, Education, the Associate Dean, Undergraduate, and the Undergraduate Education Committee.

Status: Completed

Renew, standardize and strengthen evaluation, testing and grading of students, including student self-assessment

Lead: Jim Yuan Lai

Working Group: David Cornell, Jacob Fitzgerald, Suzette Guo

Performance Measures:

- New evaluation measures developed and implementation started

Progress to June 30, 2016:

The working group undertook a thorough literature review regarding best practices for the evaluation of students in didactic, preclinical, and clinical settings. A narrative review document will be published that identifies and summarizes successful methods of evaluation, ranging from written tests to clinical performance assessments. This document will frame discussions with faculty on effective evaluation methods, leading into a faculty-wide implementation plan. This work will be continued through next year's Priority 1 to complete the strengthening of our student evaluation processes.

Status: In Progress

Next Steps:

- Publish document outlining successful methods of evaluation
- Develop faculty-wide implementation plan, including consultation

Develop a formal program to strengthen teaching quality across undergraduate and graduate programs

Lead: Grace Bradley

Working Group: David Cornell, Deepika Chugh, Margaret Edghill, Siavash Hassanpour, Jim Yuan Lai, Catherine Nguyen

Performance Measures:

- The initiation of a formal faculty development program focused on teaching quality

Progress to June 30, 2016:

The working group continued to build on improving teaching quality across our programs, and piloted a number of initiatives throughout the academic year. These included improved data collection on teaching quality, through the initiation of new online course evaluations for DDS1, and meeting with course directors in related areas to improve topic and scheduling coordination. The working group is also examining the value of alternative methods of assessment and teaching, including online software for examinations and web-based learning resources. This work will continue through next year's Priority 2, led by the Vice Dean, Education.

Status: In Progress

Next Steps:

- Continue collecting improved data on teaching quality, including the implementation of online course evaluations for all DDS courses, to be made available to course directors, the Dean, and the Vice Dean, Education. Develop further evaluations, specifically for online lecturers, clinical and preclinical courses, as well as an exit survey for specialty graduate students
- Identify further sources of teaching support (e.g. Centre for Teaching Support & Innovation, ADEA, and the development of new teaching awards)
- Explore the development of new learning opportunities for teaching staff to share new developments (e.g. information on online course evaluations, new methods of assessment, an Education Day, or Faculty seminars)

Explore sustainability of existing graduate programs and feasibility of new educational program options, such as new AEGD, new Masters, etc.

Lead: Morris Manolson

Working Group: Emily Brown, Jim Yuan Lai, Ernest Lam, Susan Sutherland

Performance Measures:

- Feasibility of existing and new graduate programs determined

Progress to June 30, 2016:

The working group determined that the Faculty's existing graduate programs are sustainable. In their evaluation of graduate enrolment numbers from 2013-2015, it was found that a temporary drop was due to unusual circumstances and does not reflect the general trend of maximum enrolment that the Faculty is currently at.

Regarding the feasibility of new educational program options, such as new AEGD and/or Masters, it was determined that these are feasible. There is support from the current Chiefs of Dentistry at both Sunnybrook and Mount Sinai hospitals for a hospital-based program. A mechanism for new graduate programs exists with the School of Graduate Studies. To this end, the Vice Dean Education and Associate Dean Graduate Education will pursue the possibility of creating a new graduate program with the School of Graduate Studies, in conjunction with the Hospital Relations Committee.

Status: Completed

Develop a five-year plan to redevelop and reorganize the clinics within the Faculty to improve the clinical experience for patients and students, and the efficient delivery of interdisciplinary care

Lead: James Posluns

Working Group: Ralph Dana, Tina Harvey-Kane, Jim Yuan Lai, Margaret Provenza, Laura Tam, Jennifer Vatta

Performance Measure:

- A written, formal five-year plan, written in consultation with multiple stakeholders, including a feasibility study on funding options and sequencing of infrastructure changes linked to pedagogical renewal

Progress to June 30, 2016:

The working group met throughout the year to develop ideas associated with a reorganization of the clinics within the existing building. A preliminary plan was developed using clinic utilization data that offer potential improvements in efficiency through a greater utilization of shared space. Integration with the building Master Plan and clinical scheduling will be the focus of future work.

Status: In Progress

Next steps:

- Combine current utilization data with the preliminary plan to assess implementation feasibility
- Cost estimates
- Develop preliminary schematics to create a draft plan for consultation

Explore feasibility of creating a Centre of Excellence

Lead: Howard Tenenbaum

Working Group: Domenic Belcastro, Peter Fritz, Bernhard Ganss, Adam Ohayon, James Posluns, Farah Thong

Performance measure:

- Feasibility study completed, with recommendations for next steps as appropriate. The project will look at a model that incorporates clinical service as well as the development of fundamental scientific investigation goals for clinical dentistry

Progress to June 30, 2016:

The working group concluded that while creating a successful Centre of Excellence at the Faculty of Dentistry would be challenging, a feasible solution could be to collaborate with an existing institution. A possible location was scouted at Bridgepoint Hospital, part of the Sinai Health Systems (SHS) network. It has an existing dental clinic that is part of an affiliated institution. Since that time, there has been active interest on the part of SHS as well as Bridgepoint Hospital to see this project come to fruition, including the possibility of donor support. Furthermore, developing areas of dentistry that present treatment and diagnostic problems could be addressed through an internal program of excellence where scientists study various biological issues related to disease.

Further work is needed to determine whether the Centre is feasible. Several issues remain in the exploratory phase. These include the details regarding the relationship between SHS and the Faculty of Dentistry with respect to such a Centre; whether or not the Bridgepoint space can be enlarged to accommodate the Centre of Excellence; the role of the Centre in treating Bridgepoint patients; its role as a rotation for Mount Sinai Hospital dental residents and Faculty of Dentistry graduate students; the specifics of the scientific diagnostic component; and finally, the ability to fund such a project. Further explorations are required to answer these questions, which needs to be incorporated into a detailed business plan before finalizing.

Status: In Progress

Next steps:

- Ongoing evaluation of feasibility of a financially sustainable treatment and diagnostic program

Confirm three to four strategic research foci for the Faculty

Lead: Bernhard Ganss

Working Group: Dennis Cvitkovitch, Yoav Finer, Annie Shrestha, Erin Vollick

Performance Measures:

- Consensus among faculty members
- Development of key performance indicators
- Strategies to increase exposure of research mandate

Progress to June 30, 2016:

In consultation with numerous stakeholders across the Faculty, it was concluded that the Faculty of Dentistry required a mission statement rather than a defined number of foci that might limit its multidisciplinary reach and appeal. In lieu of these foci, a proposed mission statement was formulated, to be more reflective of the multifaceted research underway and to create dynamic opportunities for collaborative innovation.

Faculty of Dentistry Research Mission:

Researchers at the Faculty of Dentistry aim to improve human health through discovery and knowledge translation.

Areas of strength and future growth include:

- Biomaterials
- Connective and Mineralized Tissue Biology and Wound Healing
- Dental Public Health
- Education Research
- Microbiology
- Oral Pathology and Cancer
- Pain and Neuroscience

The Faculty's communications will highlight these individual research interests through multiple illustrative and compelling ways.

Status: Completed

Develop a long-term vision for research infrastructure for the Faculty

Lead: Bernhard Ganss

Working Group: Mary Choi, Gazelle Crasto, Michael Glogauer, Tina Harvey-Kane, Anil Kishen, Celine Levesque

Performance Measures:

- Conduct a feasibility study to consider conversion of 4th and 5th floor of the new wing of the Dentistry building into wet lab space and/or adding a 6th floor to the existing structure
- Structural reorganization of the research office, including administrative and technical support staff, to better carry out research administration

Progress to June 30, 2016:

The working group completed a feasibility study and developed plans to renovate the 4th and 5th floors of the Faculty of Dentistry building into newly designed and updated research labs (wet and dry), offices, and collaborate work spaces for all Faculty of Dentistry researchers. Plans to mitigate the secondary effects (including relocation of personnel and redistribution of space) during construction were also developed. The proactive work of this group in preparing this study positioned the Faculty so that it was ready and able to be part of the University of Toronto's application to the Federal Government's post-secondary Institutions Strategic Investment Fund (SIF) that arose in the spring of 2016. This application requested support for \$30,000,000 for research infrastructure revitalization. Implementation will begin in 2016-2017, for completion in 2018. In addition, the office of the Vice Dean, Research was established to better support the administrative and technical work of the Faculty's research enterprise and to better position faculty for leadership positions in research-focused organizations.

Status: Completed

Develop and implement plans to foster and strengthen our culture of professionalism and collegiality

Lead: Howard Tenenbaum

Working Group: Karen Burgess, Nicholas Dunn, Lisa Johnson, Carlos Quiñonez, Richard Rayman, Erin Vollick

Performance Measure:

- A proposed plan for implementation across the Faculty, including faculty, staff, and students

Progress to June 30, 2016:

The working group met throughout the year and acknowledged the challenges of accomplishing this goal. As such it recommended the engagement of an external facilitator to help diagnose and develop approaches to strengthen our culture of professionalism and collegiality. The working group lead will pursue a number of possible leads, including a professor from the Rotman School of Management, who is skilled in the area of workplace culture. Following these meetings, the working group will make further recommendations.

Status: In Progress

Next steps:

- Arrange meetings with potential facilitators for input and guidance
- Determine next steps for potential plan development and implementation

Continue to assess needs for administrative assistants' staff development, and develop programs to meet these needs

Lead: Mary Choi

Working Group: Jenna Bartlett, Alison Mahoney

Performance Measure:

- Assess all staff reactions to and appreciation of new programs by way of various survey tools

Progress to June 30, 2016:

The working group initiated a number of programs to assess and support administrative staff development. These included the initiation of successful job audit processes, and staff are now encouraged to participate in various skill and life development courses through the University of Toronto's Organizational Development and Learning Centre (ODLC). Regular quarterly meetings are now held with the Assistant Dean of Administration with administrative staff, to collectively identify areas of professional development, share best practices, and to discuss technological upgrades, University policies and procedures, and a variety of human resources initiatives. Moving forward, staff will be encouraged to continue to seek out and utilize the University's resources and professional development courses to update their knowledge and skills. Participation in these quarterly meetings is high and feedback has been very positive.

Status: Completed

Finalize organizational structure changes, followed by a review of its administrative support and the Faculty's constitution and by-laws

Lead: Daniel Haas

Working Group: Grace Bradley, Mary Choi, Bernhard Ganss, Jim Yuan Lai, Ernest Lam, Morris Manolson

Performance Measures:

- Renewed Faculty structure, accepted by the Provost (completed)
- Plan for appropriate administrative support is developed (in progress)
- Review of Constitution & By-laws, with proposed revisions to ensure appropriate composition following the new organizational structure (in progress)

Progress to June 30, 2016:

The Faculty's renewed organizational structure was approved by the Provost and implemented. The working group met throughout the year and continued to consult with members of the Faculty. A draft proposal was circulated to faculty and staff in the summer of 2015, who were invited to provide written feedback. In September, the Dean met with a number of those who submitted feedback. In October, a Faculty-wide consultation session was held and feedback was incorporated into a final proposal that was submitted to the Provost in December. In January, the Provost approved the new structure, effective in the 2016-17 academic year. The significant changes included replacing the four Associate Dean positions with two Vice-Deans (Research and Education), an Associate Dean Undergraduate and an Associate Dean Graduate. As well, the current two-department structure of Biological and Diagnostic Sciences and Clinical Sciences was removed, along with the discipline structure. The ten specialty programs will continue to have program directors. Following the approval, the review of administrative support began, in particular in the research office, which has opened up room for the new Research Business Officer. The process of reviewing the administrative support on the education side is currently underway. The review of the Constitution and By-Laws also began, and potential revisions have been proposed.

Status: In Progress

Next steps:

- Planning for appropriate administrative support will continue into the next academic year
- The Constitution and By-Laws have been reviewed and revisions prepared to ensure appropriate committee composition

Explore a range of options to secure further sustainable funding for the Faculty of Dentistry

Lead: Daniel Haas

Working Group: Mary Choi

Performance Measures:

- New funding sources identified
- Increase in total donations and donors

Progress to June 30, 2016:

The working group was successful in gaining meetings with provincial government ministries, namely the Ministry of Training Colleges and Universities (MTCU), and the Ministry of Health and Long-Term Care (MOHLTC). These governmental bodies continue to work with us to find new funding support for our clinical education operations. Other approaches for identifying funding sources will be developed with the new Director of Advancement.

Status: In Progress

Next steps:

- The working group will continue to work towards increased strategic funding opportunities in the new year



**NEXT STEPS: PRIORITIES FOR
2016-17**

2016-17

1

Renew, standardize and strengthen evaluation, testing and grading of students, including student self-assessment

Lead: Jim Yuan Lai

Working Group: David Cornell, Jacob Fitzgerald, Suzette Guo

Performance Measures:

- Completion of a narrative review of methods of evaluation (ongoing from 2015-16 Priority #2)
- Educate faculty members on the various evaluation methods available
- Develop a plan to incorporate appropriate methods of evaluation into the curriculum

2016-17

2

Develop a formal program to strengthen teaching quality across undergraduate and graduate programs

Lead: Jim Yuan Lai

Working Group: Deepika Chugh, Caroline Conway, David Cornell, Margaret Edghill, Siavash Hassanpour

Performance Measures:

- Continue to collect data on teaching quality at the Faculty (ongoing from 2015-16 Priority #3)
- Identify topics and schedule Faculty seminars that improve teaching quality
- Explore feasibility of Education Day, with a focus on improving teaching quality
- Identify and promote CTSI and ADEA seminars to the Faculty of Dentistry, University of Toronto

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2016-17

Determine feasibility of introducing a model to better integrate basic science into clinical training in undergraduate education

Lead: Grace Bradley

Working Group: Virginia Bertucci, Bernhard Ganss, Jim Yuan Lai, Carlos Quiñonez

Performance Measure:

- Development of a plan to better integrate basic and clinical concepts into the curriculum

4

2016-17

Develop a five-year plan to redevelop and reorganize the clinics within the Faculty to improve the clinical experience for patients and students, and the efficient delivery of interdisciplinary care

Lead: James Posluns

Working Group: Mary Choi, Tina Harvey-Kane, Jim Yuan Lai, Margaret Provenza, Laura Tam, Jennifer Vatta

Performance Measures:

- A written, formal five-year plan, written in consultation with multiple stakeholders, including a feasibility study on funding options and sequencing of infrastructure changes linked to pedagogical renewal

2016-17

5

Explore the feasibility of creating a Centre of Excellence

Lead: Howard Tenenbaum

Working Group: Domenic Belcastro, Peter Fritz, Bernhard Ganss, Ernest Lam, James Posluns, Stephen Spano, Farah Thong

Performance Measures:

- Evaluation of the feasibility of a financially sustainable treatment and diagnostic program

2016-17

6

Develop and implement plans to foster and strengthen our culture of professionalism and collegiality

Lead: Howard Tenenbaum

Working Group: Faryn Berger, Karen Burgess, Nick Dunn, Ernest Lam, Jamie Moeller, Carlos Quiñonez, Erin Vollick

Performance Measures:

- A proposed plan for implementation across the Faculty, including faculty, staff, and students

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2016-17

Implement the new organizational structure, including a review of the administrative support and the Faculty's constitution and by-laws

Lead: Dean Haas

Working Group: Grace Bradley, Mary Choi, Bernhard Ganss Jim Yuan Lai, Ernest Lam, Morris Manolson

Performance Measures:

- Completed plan for appropriate administrative support
- Revised Constitution & By-laws approved by Faculty Council

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2016-17

Explore a range of options to secure further sustainable funding for the Faculty of Dentistry

Lead: Daniel Haas

Working Group: Mary Choi, Selina Esteves

Performance Measures:

- New funding sources identified
- Increase in total donations and donors

