

February 8, 2017

Professor Haas  
Dean  
Faculty of Dentistry  
University of Toronto

Dear Professor Haas:

We have received the report of the November 30-December 2, 2016 External Review commissioned by the Vice President and Provost, of the Faculty of Dentistry, its undergraduate program: Doctor of Dental Surgery, D.D.S., and its graduate programs: Master of Science in Dentistry, M.Sc. Doctor of Philosophy in Dentistry, Ph.D.

As indicated in our *Statement of Institutional Purpose*, the University of Toronto is committed “to being an internationally significant research university, with undergraduate, graduate and professional programs of excellent quality.” This quality is assessed through the periodic appraisal of programs and units, which considers how our research scholarship and programs compare to those of our international peer institutions and assesses the alignment of our programs with established degree-level expectations. The University views the reports and recommendations made by external reviewers as opportunities to celebrate successes and identify areas for quality improvement.

Overall, the reviewers praised the Dean’s leadership and dedicated faculty and highlighted that students achieve strong academic outcomes as measured by National Board examinations and timely completion rates. The Faculty’s research commitment is also noted as being exemplary.

I am writing at this time to request your administrative response to this report and your thoughts on a timeline for implementing recommendations. A summary of the review report will follow for comment. Specifically, I would ask you to address the following areas raised by the reviewers and their impact on academic programs, along with any additional areas you would like to prioritize:

The reviewers noted that the Faculty is implementing the 2014-19 Strategic Plan, which identifies a number of areas for improvement of the learning and teaching environment. They strongly encourage the Faculty to follow this plan and offer the following additional observations:

## **Program Development**

### **Undergraduate Program**

- The reviewers encouraged the Faculty to determine the most useful new technologies currently employed in clinical practice and develop a plan to incorporate these into the traditional educational program now and in the future
- Reviewers suggested that student patient care experiences might be improved through more effective recruitment of patients as teaching cases

### **Graduate Programs**

- Reviewers recommended reviewing all 10 specialty programs for consistency with program and Faculty mission, need/demand and financial performance; they suggested this could lead to consolidation or redesign
- The reviewers recommended redesigning MSc program and degree options to address any mismatch between existing programs outcomes and student desired outcomes, especially in relation to research activities

## **Students**

- Reviewers recommended that the Faculty evaluate the quality and responsiveness of student support provided by the Registrar and related offices and make modifications if indicated

## **Research**

- Reviewers encouraged the Faculty to implement the findings and recommendations of the April 2015 review of research
- Reviewers observed that articulating priorities and focusing on fewer areas may maximize research investment

## **Faculty**

- Reviewers suggested that the Faculty review faculty composition to optimize the balance between part-time, Associate, and full-time; they suggested that an optimal balance and better mechanisms for calibration across teaching staff could strengthen teaching and consistency of instruction across all programs, including clinical teaching
- Reviewers commented on Faculty workload, specifically the balance between research, teaching and service; in your response it may be useful to explain what is/is not possible under U of T policy.

## **Relationships**

- Reviewers suggested the Faculty enhance internal and external communication (e.g., regarding organizational changes, roles and responsibilities, PTR

procedures) and find ways to support faculty engagement within and across disciplines

### **Resources and Planning**

- Develop plans to ensure financial stability, including around clinical operations, without negatively impacting the current quality of research or teaching
- Reviewers recommended that the Faculty complete the renovations of its research laboratories and develop a capital plan to enable the renovation or building of new facilities to create a modern clinical facility

In terms of next steps, reviews of academic programs and units are presented to University governance as a matter of University policy. Under the University of Toronto Quality Assurance Process (UTQAP), it is the responsibility of the Vice-Provost, Academic Programs to prepare a report on all program and unit reviews and submit these biannually to the Committee on Academic Policy and Programs (AP&P). The summary of the external review of the undergraduate and graduate programs offered by the Faculty of Dentistry will be considered by the AP&P at its meeting on March 29, 2017. Your presence at this meeting is important and will allow you to respond to any questions the committee may have regarding the report and your administrative response and plan for implementing recommendations. The implementation plan should identify changes to be accomplished in the immediate (six months), medium (one to two years) and longer (three to five years) terms, and who (Department, Dean) will take the lead in each area. The AP&P may either conclude that there are no substantive issues that need to be dealt with or recommend that the Vice-Provost, Academic Programs bring forward a follow-up report in a year.

I would appreciate receiving your completed administrative response and plan for implementing recommendations, as well as any comments on the summary by March 1, 2017—approximately one to two weeks before the AP&P Agenda Committee meeting. This will allow my office sufficient time to prepare materials for the AP&P meeting. At the same time, we will work closely with you to develop a summary of the review's outcomes, including plans for implementing recommendations, appropriate for posting on the University's Quality Assurance website as required by the UTQAP.

Please feel free to contact me or Cora McCloy, Acting Coordinator, Academic Planning and Reviews, should you have any questions.

Sincerely,



Sioban Nelson  
Vice-Provost, Academic Programs

cc.

Daniella Mallinick, Director, Academic Programs, Planning and Quality Assurance

Cora McCloy, Acting Coordinator, Academic Planning and Reviews

Cathie Thompson, Executive Assistant to the Dean, Faculty of Dentistry

Mary Choi, Assistant Dean Administration, Faculty of Dentistry