



**ACHIEVING
IMPACT
THROUGH
EXCELLENCE**

STRATEGIC PLAN UPDATE: 2019-2022



UNIVERSITY OF TORONTO
FACULTY OF DENTISTRY

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DEAN'S MESSAGE

I am pleased to share our Strategic Plan Update 2019-22. As you know, for the past five years the Faculty of Dentistry has been implementing its **2014-19 Strategic Plan, Achieving Impact Through Excellence**. This Plan established five key strategic directions:

1. Enrich our educational programs through innovation and scholarship
2. Optimize our practices in providing 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 our organizational capacity and reach

These directions had goals and priorities that were assigned to working groups tasked with their implementation. Each year, performance measures were assessed, with progress tracked and then reported on in the publication of our yearly Progress Reports. Many accomplishments were achieved as a direct result of this Plan, a few examples of which include:

- appointment of a Director of Student Life
- appointment of a Communications Officer
- academic organization restructuring
- research infrastructure revitalization
- creation of a faculty development program
- establishment of a mentoring program for junior faculty
- curriculum renewal
- service learning (outreach)
- improvements to the DDS admissions process
- increased external partnerships

I wish to thank and acknowledge the hard work of all of those who contributed to this process. We should be proud of what we have collectively accomplished. Creating change is challenging. Yet, we understood its importance in order for us to excel and be true to our vision of improving health by advancing dentistry through inspired leadership, innovation and excellence in education, research, and practice.

This momentum continues. The importance of each

of the five directions remains. The upcoming completion of the 2014-19 Plan provides us with an opportunity to refine and re-focus these directions as we look to the next three years. We consulted broadly, inviting feedback to our plan from nearly 1,500 members of our community – faculty, students, instructors, staff and external colleagues. What follows in these pages summarizes the course we will pursue for 2019-22. Many of the goals within the five Directions complement and support one another. This highlights the integrated nature of our tripartite mission of education, research, and clinical care. We aim to continue the relentless pursuit of excellence in all we do.



Daniel Haas, Dean



**OUR VISION,
MISSION
& 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 behaviour
- **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



DIRECTIONS 2019-2022

- 1. EDUCATION**
 - 2. CLINICAL CARE**
 - 3. RESEARCH**
 - 4. OUR PEOPLE**
 - 5. STRENGTHEN OUR ORGANIZATION
AND EXTERNAL IMPACT**
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DIRECTION 1 — EDUCATION

Led by Vice Dean Education, Jim Lai

Our vision is to be the destination of choice for undergraduate and graduate education.

The 2014-19 Strategic Plan led to numerous curricular changes. Ongoing reviews to strengthen the vertical and horizontal integration of the DDS program led to a number of courses being revised or fully integrated to reduce redundancy. Online course evaluations have been started. A committee for professional development of faculty has been formed, and an inaugural Education Day took place in 2018. Positive changes to the admissions process for the DDS program have been implemented. Even though much has been accomplished, curriculum reform is an ongoing objective.

Working groups will be assigned to pursue the following goals in this Direction.

Continue with DDS and graduate curriculum renewal.

- Identify curriculum strengths and weaknesses by surveying UofT DDS graduates from the past 5 to 10 years
- Develop a guide and job descriptions that outline clear roles, policies, and expectations for course directors and specialty program directors
- Develop a curriculum map that identifies and addresses academic gaps, redundancies, and misalignments to improve overall coherence of curriculum
- Use curriculum mapping to ensure DDS course objectives are aligned with Association of

Canadian Faculties of Dentistry competencies

- Integrate research knowledge with education
- Define “digital dentistry” and develop guidelines for its incorporation based on pedagogical principles

Review of DDS admissions process.

- Identify DDS applicants who possess the personal qualities, professional skills, and experiences to be successful in the profession while also satisfying the health needs of the communities they serve
- Develop new strategies to assess applicants’ unique experiences along with traditional measures of academic achievement
- Incorporate a holistic review into the admission process
- Develop selection criteria that are linked to the school’s mission and goals, and promote diversity as an essential element to achieving institutional excellence



Explore the feasibility of Advanced Education Programs.

- Conduct a preliminary analysis on the feasibility of developing an Advanced Education in General Dentistry (AEGD) program at the University of Toronto
- Identify the strengths, weaknesses, opportunities and threats of having an AEGD

DIRECTION 2 — CLINICAL CARE

Led by Assistant Dean Clinics, James Posluns

Our vision is to enhance the clinical education of our students and the delivery of optimal patient care.

The Faculty of Dentistry is unique in the University setting in that it houses clinical space within the academic institution. The clinical operation enables us to train students to be general practitioners and dental specialists. With a catchment area that includes the Greater Toronto Area and much of southern Ontario, the Faculty's 293 chairs makes it the largest dental clinic in Canada. The Faculty treats more than 15,000 patients, encompassing over 93,000 appointments annually in the various clinics located throughout the building. The patient

population can also support research studies. Thus, clinical care supports the other two missions, education and research, of the Faculty.

The Faculty was the beneficiary of support to revitalize its entire research facility at 124 Edward Street. A similar revitalization is likewise needed for its clinical operations. Planning for this major project will be the focus for the next three years.

The following goal will be pursued in this Direction.

Clinic Facilities Renewal.

- The Project Planning Committee will continue to develop and implement the Clinic Renewal Master Plan. This is a long-term vision for a complete revitalization of all of the Faculty's clinics. The planning of the clinics will

incorporate optimization of the following objectives:

- Student experience:
 - enhance our ability to carry out patient care
 - optimize conditions for teaching and learning
- Patient experience:
 - satisfaction of our patients will be assessed
- Collaboration:
 - among the different specialty areas of dentistry
- Efficiency of operation:
 - organization to better support operations and the delivery of patient care
- Room to advance:
 - incorporation of digital technologies as indicated



DIRECTION 3 — RESEARCH

Led by Vice Dean Research, Bernhard Ganss

Our vision is to improve health through discovery and knowledge translation.

The Faculty's research infrastructure was consolidated into new, updated facilities at 124 Edward Street. This revitalization has created an unprecedented opportunity for us to expand our role as a global leader in oral health research, and further enables our vision of vertically integrating our research, education and clinical activities.

Working groups will be assigned to pursue the following goals.



Create a culture of collaboration.

- Establish new collaborative partnerships across the Faculty's research enterprise
- Increase the number of joint authorships, student supervision, and grant applications

Promote success and advancement of knowledge.

- Seek out continued and improved success in grant competitions and scientific discovery

Integrate research with education and clinics.

- Increase teaching by basic scientists in the DDS curriculum
- Increase the diversity of research partnerships among faculty

Translate research.

- Produce tangible benefits beyond scientific discovery through development of improved products, policies, pedagogy and practice

Increase global visibility and impact.

- Increase the number and recognition of awards and honours
- Engage in more activities and leadership positions in globally leading health research organizations (e.g. the International Association for Dental Research (IADR))
- Engage in more international research partnerships and networks
- Increase publications within the field of dentistry
- Increase media coverage

Improve trainee experience.

- Identify areas in need of improvement for all trainees

DIRECTION 4 — OUR PEOPLE

Led by Dean Daniel Haas

Our vision is to continue to strengthen a culture of professionalism and wellness.

The greatest strength of the Faculty of Dentistry is its people. The students, staff, faculty, and instructors all contribute to its culture and vitality. Every effort should be made to ensure that everyone's experience at the Faculty is outstanding. The 2014-19 Plan led to changes aimed at improving our collective experience. We created the position of Director of Student Life to act as an advocate for our students. Changes to the DDS admissions process are being introduced. The Junior Faculty Research Advancement and Mentoring Program (JF-RAMP) was created to mentor our junior

faculty. A formal faculty development program has been initiated. Efforts to strengthen a culture of professionalism are being considered. We aim to continue to seek out ways to improve the wellness of all of our people.

Working groups will be assigned to pursue the following goals in this Direction.

Strengthen a culture of professionalism.

- For students, faculty, instructors, and staff
- Identify actions aimed at promoting collegiality and professionalism
- Incorporate the recommendations of the Diversity, Inclusion, Collegiality, and Equity committee

Wellness initiatives.

- For students, faculty, instructors, and staff
- To complement resources provided by the University



DIRECTION 5

STRENGTHEN OUR ORGANIZATION AND EXTERNAL IMPACT

Led by Dean Daniel Haas

Our vision is for the Faculty of Dentistry to be known nationally and internationally for its impact.

The 2014-19 Plan heard that the organizational structure of the Faculty, consisting of 19 separate Disciplines each with its own Discipline Head, needed to be more collaborative and integrated, due to perceived silos hindering our mission. As a result, these Disciplines were eliminated and unified within the Faculty. The research enterprise was united without separate divisions. A communications officer position was created to support internal and external reach. A strong Faculty of Dentistry that is known nationally and internationally for excellence will

facilitate the recruitment of the best students and outstanding faculty which, in turn, will strengthen the Faculty even further.

Working groups will be assigned to pursue the following goals in this Direction.

Promote international recognition.

- Communicate our strengths
 - e.g. Annual Dean's report
 - e.g. Increased exposure at international conferences
- Collaborate with international partners, sign MOUs as appropriate



Financial sustainability.

- To address budgetary challenges
- Resources for needs identified in the other four Directions
- Alternative sources of funding:
 - e.g. Advancement initiatives (Dean's Advisory Committee)
 - e.g. Government advocacy
- Optimize operational efficiencies

Strategic recruitment of faculty.

- To align with our goals of cutting-edge research and education
 - Take into account the realities of budget constraints
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