



FACULTY OF DENTISTRY STRATEGIC PLAN UPDATE 2019-2022: YEAR ONE PROGRESS REPORT



UNIVERSITY OF TORONTO
FACULTY OF DENTISTRY

Contents

- 3- Dean's Message
- 4- Direction 1: Education
- 7- Direction 2: Clinical Care
- 8- Direction 3: Research
- 12- Direction 4: Our People
- 14- Direction 5: Strengthen our
Organization and External Impact

Dean's Message

This past year has been unprecedented for us all. In the face of today's challenges, our Faculty has continued to balance the need to strive for its academic mission while maintaining the importance of everyone's health and safety. The significance of our Strategic Plan Update 2019-22 remains and, thanks to the hard work of so many, this first year has been very productive.

The following document is a culmination of our progress and accomplishments toward our priorities from July 1, 2019 through June 30, 2020. Of the 15 original priorities taken on by our working groups, we completed nine in this initial year. The remaining six priorities will continue on in 2020-21 to be addressed by their working groups. In addition, we have formed one new working group to re-establish the Faculty's Diversity, Inclusion, Collegiality, and Equality committee. Their goal is to review its original recommendations and incorporate means to do more to eliminate racism.

I want to thank the many individuals who participated in our working groups, as well as the 2019-20 Strategic Plan Implementation Committee: Mary Choi, Selina Esteves, Bernhard Ganss, Jim Lai, Ernest Lam, James Posluns, Chris Swayze, Laura Tam, Erin Vollick, and our student representatives Richard Andrews and Elizabeth Worndl.

I also wish to thank everyone at the Faculty for their resilience and patience during these challenging times. While we move to a more complex future, we must not forget our overall goal 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.



Daniel Haas, Dean
Arthur Zwingenberger Decanal Chair

Education

Working Group 1: Continue with DDS and graduate curriculum renewal.

Lead: Jim Lai

Working Group: Grace Bradley, Ernest Lam, Ryan Noh, Laura Tam, Susie Son

Goals:

- 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.

Progress:

The working group reviewed the 2011 DDS survey results. In developing a new curriculum survey, the group agreed to use the same questions from the original survey, based on three years of work experience. Further discussion will be needed to determine the details of the release the survey, to maximize its applicability.

Curriculum mapping was reviewed. Courses were identified as didactic, preclinical/lab, clinical and didactic/clinical. A framework will be developed and course directors will be approached to complete the curriculum mapping.

A manual and job descriptions for undergraduate and graduate course directors are being finalized.

Status: In Progress

Work on the survey, curriculum mapping, the manual and job descriptions will continue. Digital dentistry will be reviewed.

Working Group 2: Review of DDS admissions process.

Lead: Jim Lai

Working Group: Greg Anderson, Laura Dempster, Samantha Freeman-Attwood, Jeremy Ho, Laura Tam

Goals:

- 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.

Progress:

The working group reviewed the admission processes of other Canadian dental schools and the literature with respect to admissions. Two areas were identified: i) use of Manual Dexterity Test and ii) holistic review, that includes additional, non-academic metrics such as first-generation college students and/or students from underserved areas. Through discussion and in consultation with the admission committee, the new strategies are:

- Pursue the inclusion of the Manual Dexterity Test for the admission process.
- An annual self-declared diversity survey has been developed and will be sent to the incoming DDS1 class.

Status: Complete

Working Group 3: Explore the feasibility of Advanced Education Programs.

Lead: Jim Lai

Working Group: Ahmad Mansouri, James Posluns, Laura Tam

Goals:

- Conduct a preliminary analysis on the feasibility of having an Advance Education in General Dentistry program at the University of Toronto.
- Identify the strengths, weakness, opportunities and challenges of having an AEGD.

Progress:

The working group reviewed other AEGD programs and interviewed a former AEGD resident. A preliminary SWOC analysis was performed. Strengths included being the largest dental school in the largest city with all dental specialty programs available at the Faculty. There is a potential large core of general practitioners as instructors, and the school has a good referral base from undergraduate DDS and graduate programs. Weaknesses include no prior experience in managing an AEGD program, the lack of reputation for having an AEGD program, the requirement of stipends for the AEGD residents, and resources needed for HR and clinic facilities. Opportunities

include increasing the demand for post-graduate education, revenue generation, an ability to serve our patients, and a potential relationship with CAMH. Challenges include the need for instructors, patients, and revenue generation.

The committee concluded that there is value in having an AEGD program at University of Toronto, Faculty of Dentistry. The next step is to develop a business plan.

Status: Complete

Clinical Care

Working Group 1: Clinic facilities renewal.

Lead: James Posluns

Working Group: Evelyn Casquenet, Mary Choi, Danielle Churchill, James Fiege, Olga Green, Daniel Haas, Rajko Jakovic, Jim Lai, Ernest Lam, Gillian Landzberg, Margaret Provenza, Laura Tam, Adam Trotter, Jennifer Vatta

Goal:

- Develop a long-term plan to redevelop and reorganize the pre-clinical simulation laboratory and the teaching clinics within the Faculty to improve the clinical experience for patients and students, and to improve the efficient delivery of interdisciplinary care.

Progress:

The design and architecture firms Kahler Slater and Montgomery Sisam were retained to develop a clinic master plan and a design and implementation plan for the Medical Device Reprocessing unit (MDR). By means of a thorough consultation process with stakeholders, the master plan was finalized and presented late in 2019. It encompassed a multi-phased approach to the reassignment of all clinical areas into the first two floors of the Faculty. The plan

was well received, but the Faculty could not proceed in its entirety at this time due to the proposed costs. This master plan did provide the opportunity to pursue an approach whereby the Faculty could select elements for implementation based on need and ability to implement.

It was determined that the first priority is the construction of the MDR, followed by the renovation of Clinic 2 and Lab 4. Construction on the MDR is scheduled to commence in 2020, for completion in summer 2021. A Project Planning Committee has been struck for continued work in this area.

Status: Complete

Research

Working Group 1. Create a culture of collaboration.

Lead: Anuradha Prakki

Working Group: Laurent Bozec, Julie Farmer, Bernhard Ganss, Celine Levesque, Morris Manolson

Goals:

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

Progress:

With the aim of creating new collaborative partnerships that harness the full synergistic potential of the breadth of research conducted, the working group recommended ways to include topics of broad interest to the research community in the weekly seminars. There will be an effort to reinforce participation in the Monday Research Seminars as the flagship venue for research. Social events, such as the monthly Blah-Busters and weekly morning coffee, will continue. Participation in Faculty and University-wide events will be enhanced.

Status: Complete

Working Group 2. Promote success and advancement of knowledge.

Lead: Chris McCulloch

Working Group: Laurent Bozec, Denise Eymael, Yoav Finer, Bernhard Ganss, Boris Hinz, Carlos Quiñonez, Farah Thong

Goal:

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

Progress:

To continue to improve success in grant competitions and scientific discovery fundamental to the research operation, the working group recommended the following:

- The engagement of principal investigators and the research and business development manager to support research program development for pre-tenure faculty.
- Identify and pursue multidisciplinary funding opportunities.
- Offer grant and research program development workshops.
- Encourage and support multi-PI applications inside and outside Dentistry.
- Continue to provide Seed and Bridge grants.

Status: Complete

Working Group 3. Integrate research with education and clinics.

Lead: Anil Kishen

Working Group: Bettina Basrani, Laura Dempster, Grace De Souza, Yoav Finer, Bernhard Ganss, Alice Li, Vanessa Mendes

Goals:

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

Progress:

The working group aimed to build bridges between the research office and clinical operations by enriching the undergraduate curriculum and utilizing clinical resources. The need to engage researchers and clinicians in mutually beneficial interactions was identified. Communication between researchers and clinicians should be enhanced and ways to emphasize the importance of research for clinical practice and vice versa should be integrated early into the student curriculum. To accomplish this, the following would be pursued:

- Establish a Clinical Research Working Group to assess the projected volume of clinical research and the requirement for infrastructure and personnel.
- Engage researchers in Faculty Education Day and more undergraduate teaching.

Status: In progress

The Working Group will further explore the feasibility of including research in a mandatory rotation schedule for 1st Year DDS students.

Working Group 4. Translate research.

Lead: Jed Davies

Working Group: Laurent Bozec, Bernhard Ganss, Russel Gitalis, Michael Glogauer, Paul Santerre, Farah Thong

Goal:

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

Progress:

In order to facilitate knowledge translation activities, the research and business development manager will continue to facilitate research translation (e.g. intellectual property protection, commercialization, partnerships outside academia) and engage with appropriate university resources (IPO, H2i, TRP, MITACS etc.).

Status: Complete

Working Group 5. Increase global visibility and impact.

Lead: Celine Levesque

Working Group: Laurent Bozec, Bernhard Ganss, Michael Glogauer, Nawfal Al Hashimi, Helen He, Anil Kishen, Erin Vollick

Goals:

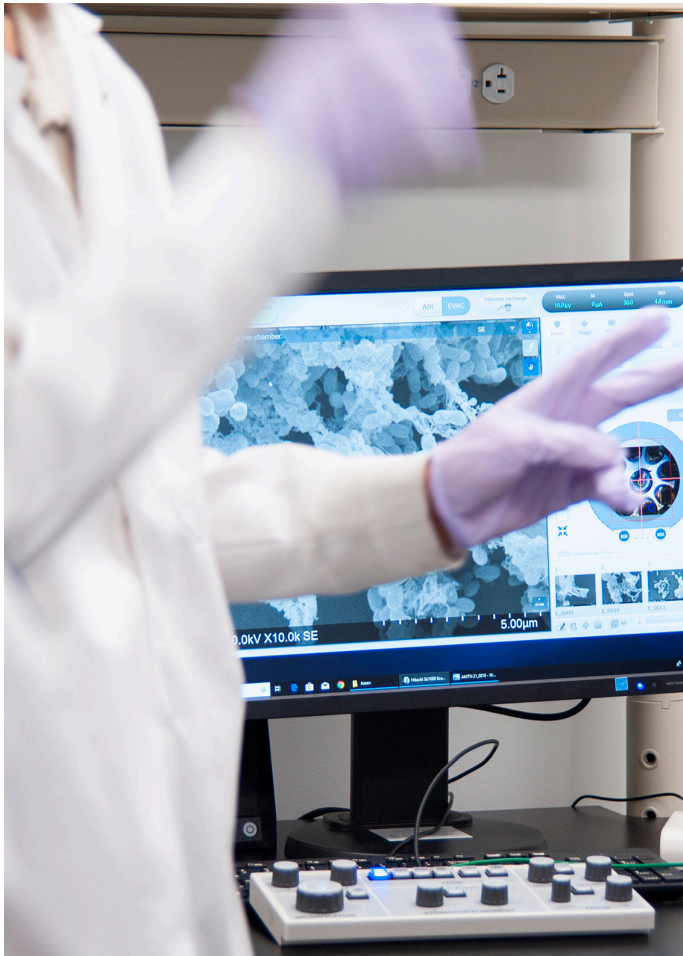
- Increase the number and recognition of awards and honours.
- Engage in more activities and leadership positions in globally leading health research organizations. (e.g. the International Association for Dental Research (IADR)).
- Engage in more international research partnerships and networks.
- Increase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

Progress:

This working group recommended establishment of a subgroup to facilitate the use of social media across research disciplines. The number of nominations for national and international awards has been increased and has already led to successful outcomes. A limited number of in-depth international partnerships will be developed through trainee and faculty exchanges and research collaborations.

Status: In progress

This group will evolve to facilitate the adoption of social media.



Working Group 6. Improve trainee experience.

Lead: Carlos Quiñonez

Working Group: Nuno Coelho, Grace De Souza, Bernhard Ganss, Siew-Ging Gong, Anil Kishen, Shahrzad Nouri, Farah Thong

Goal:

- Identify areas in need of improvement for all trainees.

Progress:

The working group discussed how to provide trainees with the best possible experience during their professional development towards impactful careers.

Status: In progress

This working group will evolve to focus further on improving the training experience for graduate students. Trainee-led, regular events for post-doctoral fellows and graduate students will be supported by the research office. The working group will also identify ways to promote trainee recognition and success through engagement with national and international organizations (e.g. NCOHR, IADR).

Our People

Working Group 1. Strengthen a culture of professionalism.

Lead: Lynn Tomkins

Working Group: Greg Anderson, Parvaneh Bahrami, Martha Clarke, Rhea Gold, Lindsay Katchky, Ernest Lam, Joe Stokl, Carlos Quinonez, Richard Rayman, James Tonogai, Allissa Wilson

Goals:

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

Progress:

This working group succeeded in developing a proposal for actions towards promoting a more collegial and professional culture across the Faculty. Recommendations were developed specifically for course directors, clinical instructors, and students. The plan is to include relevant pieces of this report in the course director manual, part of the introductory package for instructors, and forward to the Dental Students' Society and Graduate Postgraduate Dental Students' Society

for their consideration. The recommendations of the Diversity, Inclusion, Collegiality, and Equality (DICE) committee were used as supporting material for these discussions.

Status: In Progress

The Professionalism working group will focus on how the message of professionalism can be promoted Faculty-wide. The DICE committee will be re-established as a standalone working group with a broader mandate to review its original recommendations and to incorporate an anti-racism action plan.

Working Group 2. Wellness initiatives.

Lead: Dean Haas

Working Group: Samantha Freeman-Attwood, Brianna Boissonneault, Mary Choi, Russel Gitalis, Rhea Gold, Erin Husack, Madelaine Jong, Rebecca Ko, Jim Lai, Richard Rayman, Joel Rosenbloom, Laura Sliwkanich, Dani Stein, Laura Tam, Elizabeth Worndl

Goals:

- Develop a wellness strategy or strategies for students, faculty, instructors, and staff.
- Ensure the plan complements resources provided by the University.

Progress:

This working group reviewed resources available on wellness initiatives, as well as student feedback on sources of stress. A number of action steps resulted. A highlight was the creation of a Wellness Awareness Month for students, faculty, instructors, and staff, that would consist of weekly plenary speakers and a number of group activities. This began in March but, unfortunately, was paused mid-month due to the COVID-19 closure.

Other initiatives included forming a subcommittee to develop a wellness program, re-establishing peer mentoring for our undergraduate students and the creation of a subcommittee of the Undergraduate Education Committee to look at a pass-fail grading system.

Status: In Progress

The group will continue the implementation of plans considered and initiated last year.

Strengthen Our Organizational Impact

Working Group 1. Promote international recognition.

Lead: Dean Haas

Working Group: Bernhard Ganss, Jim Lai, Erin Vollick

Goals:

- Communicate our strengths.
 - Develop an Annual Dean's report.
 - Increase exposure at international conferences.
- Collaborate with international partners, sign MOUs as appropriate.

Progress:

Much of this work overlapped with the Research Direction working group, "Increase global visibility and impact." The Faculty successfully launched an annual Dean's report, which was sent to dental faculty deans across Canada and internationally, as well as other select stakeholders. The Report has been very well received. We plan to continue creating and releasing these documents annually. We have also increased our exposure at international conferences, with booths at the International Association of Dental Research annual meetings,

which we plan on continuing once in-person meetings resume. We continue to collaborate with international partners. This past year we hosted guests from three universities with whom we have recently signed MOUs. These included six students and two faculty from Zhejiang University in China, one student from Okayama University in Japan, and two students from Niigata University in Japan. We also sent three students to Niigata as part of that exchange. In addition, we embarked on a research collaboration with UNESP in Araçatuba Brazil, where Vice-Dean Research, Bernhard Ganss, devoted a two-week academic visit. All of these goals will continue to be pursued.

Status: Complete

Working Group 2. Financial sustainability.

Lead: Dean Haas

Working Group: Mary Choi, Selina Esteves

Goals:

- Address budgetary challenges.
- Find resources for needs identified in the Faculty's other four strategic Directions.
- Look for alternative sources of funding:
 - e.g. Advancement initiatives (Dean's Advisory Committee)
 - e.g. Government advocacy
- Optimize operational efficiencies.

Progress:

In spite of numerous challenges, the Faculty has been able to balance the annual operating budget and allocate funds for a number of new projects, such as the clinic renewal master plan, implementation of the MDR project, and future upgrading of the auditorium. We continue to pursue means to increase resources. As one example: this year we signed an agreement with the State of Kuwait in a joint initiative with UofT's Faculty of Arts and Science, which will see a number of qualified students join our DDS program as early as 2023-24.

In addition to having our best fundraising year to date, we created a Dean's Advisory group to assist us in determining our priorities for our major fundraising efforts. To further strengthen our fundraising abilities, we participated in the recent Council for Advancement and Support of Education Conference for Deans and Academic Leaders. We are developing plans to engage government for support. As budgetary challenges will remain for the foreseeable future, we will continue with these goals for financial sustainability.

Status: Complete

Working Group 3: Strategic recruitment of faculty.

Lead: Dean Haas

Working Group: Bernhard Ganss, Jim Lai, Ernest Lam, Laura Tam

Goals:

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

Progress:

This past year the Faculty successfully recruited one full-time assistant professor, teaching stream, and five new part-time assistant professors, all of whom will begin in the 2020-21 academic year. In addition, we have two new adjunct professors. The Dean, Vice Deans, and Associate Deans will continue to consider the Faculty's recruitment needs to support our missions in research and education, while taking into account our budget constraints.

Status: Complete

