

The “Drive to the Top Five”



Traditions of Excellence, Horizons of Change

University of Manitoba Faculty of Dentistry Five-Year Strategic Plan September 12, 2008

Introduction:

The new logo and slogan above provides our directions. “Traditions of Excellence, Horizons of Change” represents the proud and accomplished history of our institution but also describes what we want to become, and most importantly, how we plan to get there. The University of Manitoba Faculty of Dentistry has a rich tradition of achievements on which to create an innovative and dynamic strategic plan to advance our institution to prominent status making it one of the top five dental schools in North America within five years. Our school has many unique attributes, but among its most distinguishing features are the following:

- Leadership and innovation in education, research, and service
- A humanistic model of education
- Technologically advanced curriculum
- Clinical excellence
- Established postgraduate clinical specialty and research programs
- Individual attention to students
- School of Dental Hygiene
- Center for Community Oral Health and outreach/community service programs
- Alumni allegiance
- Strong support of the University and Manitoba Dental Association

These features are central to both the past and future success of the University of Manitoba Faculty of Dentistry. They are distinctive core characteristics that constitute the “Manitoba Brand”. This is what makes us unique within our University, to our profession, and for our alumni. There are many significant issues currently facing dental education and our School. In choosing those issues that form the structure of the strategic plan, the following questions were carefully considered:

1. In addressing this issue, do we advance the vision, mission, and values of the Faculty of Dentistry and the University of Manitoba?
2. Does this issue provide opportunities to take the Faculty in new and exceptional directions?
3. If not addressed, does this issue threaten the future of the Faculty?
4. Do our stakeholders (e.g., faculty, students, staff, alumni, patients, and others) consider this issue to be important?
5. Does this issue build on our distinctive core characteristics?
6. Is there evidence that the Faculty should make this issue a priority?

Using these questions as criteria to ascertain the most critical issues facing the Faculty of Dentistry, this five-year plan is organized around 6 strategic directions, 32 associated goals, and accompanying implementation details. The overall programmatic initiatives and budgetary requirements are described in a separate document containing the “Nine Pillars of Innovation”.

Mission Statement:

The Faculty of Dentistry is dedicated to educating students to become caring oral health professionals in a progressive learning environment, conducting oral health and related research, and serving the oral health professions and society as a source of knowledge and expertise.

This institutional mission is achieved by:

- Preparing oral healthcare providers for evidence-based practice
- Defining new standards for dental education
- Providing patient-centered care
- Discovering and disseminating knowledge
- Actualizing individual potential of instructors, students, and staff
- Developing and promoting policies addressing societal needs

The core values that characterize our Faculty and define our distinctive identity are:

- Humanism (e.g., dignity, integrity, and responsibility)
- Innovation (e.g., unique visions and willingness to take calculated risks)
- Leadership (e.g., modeling, inspiring, and mobilizing)
- Excellence (e.g., 50 years of achievements in teaching, research, and service)
- Reflection (e.g., using assessment and outcomes for continuous improvement)
- Stewardship (e.g., responsible use and management of resources)
- Collaboration (e.g., partnering for the common good)
- Philanthropy (e.g., investing time, talent, and assets)

Strategic Directions and Goals:

Strategic directions summarize the major initiatives driving this plan. The goals that correspond to each strategic direction state what the Faculty wishes to accomplish over the next five years. Our Faculty has enjoyed a rich tradition of leadership in teaching and the scholarship of learning. Dental education is experiencing a surge of change globally that focuses on the development of new signature pedagogies and the application of novel educational technologies. The Faculty of Dentistry must continue its leadership as an innovator by developing and implementing opportunities for learners to become outstanding oral healthcare practitioners who are critical thinkers invested in lifelong learning.

Strategic Direction I: Lead educational innovation

Goals:

- I.1 Advance teaching and learning, employ technology to maximize learning
 - encourage a culture that embraces effective new technology as appropriate (e.g., introduce new technologies and teaching strategies through retreats and workshops)
 - provide “hands-on” mentorship for faculty and support staff (e.g., designate “super users” or Faculty and support staff experts who can assist other instructors and staff)
 - provide training support and expertise so that “tech-learning” can be maximized (utilize individuals both internal and external to the Faculty)
 - provide expanded and continuous technology staff support (e.g., 8 am to 5 pm)
 - evaluate outcomes (i.e., is technology improving learning and making it a better experience for the students; compare learning outcomes of those students who are heavy users of technology with the outcomes of those who use technology less often)
 - create awareness by identifying and showcasing “best practices” by our Faculty and others in the University and beyond
- I.2 Develop faculty and staff to lead curricular change
 - create customized learning packages that accommodate various learning styles of students
 - establish a reward mechanism for teaching innovation
 - encourage more team teaching and collaboration both within the Faculty across disciplines and with other Faculties at the University
 - encourage teaching approaches that blend interactivity, case-based instruction, and independent self-directed learning
- I.3 Identify and implement best practices in curricular management
 - encourage decompression of the curriculum (e.g., eliminate the “nice to know”, outdated, and redundant material; insert new material, revise the academic calendar)
 - encourage use of and access to information resources, especially evidence-based databases and curriculum mapping
 - provide supportive infrastructure and resources for new material and programs
 - create awareness of “best practices” (i.e., workshops, development days, retreats)
- I.4 Nurture critical thinkers and lifelong learners
 - continue to improve laptop educational program (e.g., supplement with digital/virtual curriculum and simulation)
 - increase amount of case-based and evidence-based instruction
 - expose students to self-directed life-long learning experiences prior to graduation
 - provide support for faculty development in digital/virtual curriculum, case-based/evidence-based instruction, and self-directed life-long learning approaches
- I.5 Promote the Faculty’s unique identity through the “Manitoba Brand” to become an international leader in educational innovation and professional development
 - fund instructors and staff to present information and achievements (i.e., ADEA and IADR meetings, national/international workshops and symposia)
 - sponsor annual international teaching and education forums at the Faculty

The Faculty of Dentistry must become a leader in formulating new and creative ways to face the healthcare challenges present in the local community, the nation, and the world. The Faculty must not only educate oral healthcare providers in the delivery of dental services, but also in understanding the importance of oral health to overall health. It is our responsibility to develop professionals committed to improving the health of the public by nurturing future leaders, implementing innovative curricula including service learning, collaborating in private and public partnerships, and enhancing clinical care through cultural understanding and international exchanges and collaborations.

Strategic Direction 2: Develop professionals committed to improving the health of all people

Goals:

- 2.1 Develop and enhance leadership skills to address societal needs
 - emphasize roles that dental professionals can play to improve oral health (e.g., patient/policy advocacy, promoting oral health as part of overall health and wellness)
 - require students to follow their own professional code of ethics throughout their education and encourage them to carry that forward into their practices
 - include leadership skills and community activism/volunteerism in the curriculum
 - enhance reward mechanisms for student leadership initiatives (e.g., financial awards or various forms of formal recognition)
 - provide more volunteer opportunities for students (i.e., initiate international exchanges related to community health)
 - create student commitment to providing care for the disadvantaged/underserved (e.g., expose students to disadvantaged/underserved populations throughout the entire educational program as appropriate for skills and experience)
 - provide incentives for students and graduates to work in underserved areas (e.g., tuition reimbursement, stipends, and continuing education credits)
 - develop partnerships between the Faculty and provincial/national professional associations to attract new graduates into disadvantaged/underserved areas (e.g., debt reduction program)
- 2.2 Integrate knowledge and experience about public health systems
 - teach management of healthcare decisions and related population health concepts to ensure that graduates can function as members of a multidisciplinary healthcare team
 - integrate didactic and clinical learning with other professions taking advantage of the inter-professional education initiatives (IPE) in the University
- 2.3 Integrate oral-systemic health applications throughout the curriculum
 - revise relevant aspects of the curriculum to include oral-systemic science and the oral-systemic links (integrate with University IPE system)
 - promote and apply evidence-based knowledge in oral-systemic medicine to clinical practice and interprofessional practice models (integrate with University IPE system)
- 2.4 Enhance patient care and clinical education by increasing cultural understanding
 - increase integration of cultural sensitivity into the curriculum
 - encourage partnerships for “laddering” programs that lead to applications from a more diverse group of students, especially more First Nations students

Discovery and dissemination of new knowledge are essential to dental education. Those who are engaged in research and scholarship carry their creativity into the classroom to enhance teaching and learning, and through research opportunities students develop the ingrained habits of critical thinking and lifelong learning. Enhancing research at the Faculty of Dentistry requires the Faculty to do a select number of things very well, rather than many things with mediocrity. Because one of our most distinguishing features is clinical excellence, we should also be committed to excellence in clinical and applied research. Our research efforts should be a source of pride internally and recognized as both meritorious and significant externally. The Faculty must continue to develop partnerships to achieve and maintain sufficient personnel, expertise, and facilities to build research initiatives; as well as to support efforts in translational research.

Strategic Direction 3: Build focused and valued research initiatives

Goals:

3.1 Identify unifying research themes focused on basic, clinical, applied biomedical, educational and community-based projects

- aboriginal oral health
- oral microbiology and biofilms
- cell signaling
- tobacco
- oral-systemic health (includes healthcare policy and new practice models)
- dental implants
- tissue regeneration
- diagnostics and imaging
- scholarship of teaching and learning (including outcomes assessment)

3.2 Establish organizational structures to support research

- provide protected time for all Faculty members, especially clinical faculty (e.g., new hires should have little or no teaching for the first two years in their position)
- encourage and support sabbaticals for all faculty
- encourage interdisciplinary and inter-institutional collaborations (i.e., provide incentives such as special seed funding for collaborative projects)
- develop mechanisms, support, and protected time for faculty members to pursue advanced degrees
- require departments to develop recruitment and succession plans to maintain and expand research themes

3.3 Obtain resources to initiate and sustain research and scholarship efforts

- make research start-up packages a standard part of recruitment
- reallocate internal resources and seek external funding to maintain and improve research infrastructure (e.g., laboratories, office space, equipment, and graduate student training including training of clinician scientists at MSc and PhD levels)
- expand pool of non-faculty research personnel (e.g., develop more programs to attract students at the MSc and PhD levels, increase the number of post doctoral fellows and research fellowships, establish a DMD/PhD program)
- encourage departments to select new hires with clinical or research PhD credentials
- institute a “grow your own” policy that will cover costs for graduate and specialty education for those who want to improve their expertise or to attract new graduates into academic positions
- institute a research mentorship program for all new hires
- actively seek funding to increase the research endowment fund

3.4 Integrate research, scholarship, and discovery into the undergraduate and graduate curriculum

- expand dental student research group and associated activities
- expand annual Faculty research day and related activities
- increase participation in other University research day events

Realizing ambitious goals takes initiative and resources. The Faculty of Dentistry, as an organization, possesses special qualities that make us a world leader in dental education. Using our strengths and expertise to provide progressive care for our patients and the professional development of our colleagues world-wide will define our position as a leader in oral health education and research, and will create new revenue streams to advance our goals.

Strategic Direction 4: Build upon the Faculty's unique strengths to create and enhance revenue streams

Goals:

- 4.1 Transition to expanded clinical operations to improve patient care, enhance the student educational experience, and maximize clinical efficiencies
 - extend clinical operations, form alliances with industry partners for support
 - expand use of axiUm patient management system, DentSim, and CADSim
 - develop proposal for tuition increase to fully support operations improvements
- 4.2 Develop additional graduate programs and dental service clinics
 - establish pediatric dentistry and prosthodontics graduate programs
 - develop proposal for hygiene graduate program
 - expand periodontics graduate program
 - establish imaging centre and TMD program for community referrals
- 4.3 Utilize the "Manitoba Brand" to provide continuing and distance education services worldwide
 - expand scope of CE programming
 - maximize use of online technologies for CE programming
- 4.4 Strengthen relationships with alumni, professional organizations, and external stakeholders
 - expand dean's office visit program to include all stakeholders
 - host annual alumni gala (includes "alumni of distinction" and "donor of the year" recognitions)
 - encourage active alumni association and enhanced communication with University alumni and development offices
 - work collaboratively with "Taskforce on Better Relations"
 - expand scope of alumni services
 - establish Dean's Advisory Board
- 4.5 Enhance the infrastructure and administrative capacity of the Centre for Community Oral Health
 - develop reorganization and sustainability plan
 - establish partnerships with government, foundations, and local organizations to expand services and increase external support
- 4.6 Establish additional agreements for community dental services and programs with various levels of Government
 - promote "medically necessary" oral health care and develop collaborative care models where oral health is part of comprehensive healthcare
 - expand scope and efficiency of hospital dentistry services
- 4.7 Enhance infrastructure and administrative capacity of School of Dental Hygiene
 - extend clinical operations, form alliances with industry partners for increased support
 - increase number of full-time instructors
- 4.8 Establish degree completion program for Dental Hygiene and expand size of hygiene class
 - develop new proposal for degree completion program
 - develop new proposal for expansion of class size in partnership with external satellite locations and clinics

People are the Faculty's greatest asset. The success of the Faculty of Dentistry depends on a robust support structure that provides the necessary resources for individuals to develop and succeed. Resources include many things, from finances to opportunities to learn and grow professionally and personally.

The development of people is fundamental to keeping them as members of the Faculty family. The Faculty will reach new levels of excellence by enriching its culture so that it continues to be a source of pride and inspiration and a fulfilling place to learn and work.

Strategic Direction 5: Create a resource rich, supportive and diverse culture to develop, retain, and recruit outstanding individuals

Goals:

- 5.1 Foster communication and collaboration among instructors, students, staff, and administration
 - enhance all aspects of communication (e.g., regular meetings and newsletters)
 - provide written summaries of issues and actions taken to resolve them
- 5.2 Provide opportunities to instructors and staff for professional and personal growth
 - increase professional development funds available to the Faculty members and staff
 - encourage professional development activities as appropriate
- 5.3 Improve the organizational structure to strengthen operational efficiencies
 - reorganize office space and administrative space as necessary
 - review staffing plans as necessary
- 5.4 Enhance compensation for instructors and staff
 - increase financial incentives available to part-time instructors
 - work with University to more adequately address salary anomalies
 - continue to reallocate internal resources to provide increased travel and professional development funds to meritorious staff and instructors (establish criteria for qualification and selection)
- 5.5 Create a coordinated effort in describing, marketing, and filling all open positions
 - maintain an up-to-date informative website and ensure accessibility to advertisements and applications via the web
 - promote the excellence of the Faculty, small class size, and friendly/welcoming atmosphere
 - promote the health professions campus and the rich environment for collaborations
 - emphasize the affordability of living in Winnipeg, the comparatively low tuition at the University of Manitoba, and the overall diversity of the environment
 - emphasize the resources available for professional development, the various Faculty recognition programs, and the opportunities for career advancement
 - emphasize the extensive use of new technology and teaching approaches in the curriculum
 - provide a welcome package that includes a one-on-one orientation week
 - continue annual reception at the ADEA meeting
- 5.6 Develop an innovative “grow your own” recruitment plan geared toward creating future faculty from our current student body and part-time clinical instructors
 - to be used in special circumstances of demonstrated need
 - identify and target graduating seniors/residents, part-time faculty, and foreign-trained dentists who are Canadian citizens using a transparent discernment process
 - provide funding for graduate and/or specialty education based on agreement to return to an academic career at the faculty (e.g., 5-year minimum commitment)

The location of the Faculty of Dentistry in one of Canada’s most interesting cities creates both challenges and opportunities. The weather and associated inconveniences as well as the low visibility and awareness of Winnipeg are major challenges. However, the cost of living and working in Winnipeg is low. Coupled with the low cost of higher education and the overall richness of the cultural and entertainment environment, this represents a major opportunity to attract the best and brightest to the faculty. To meet the demands and changing needs of a dynamic environment and maintain its financial vitality, the Faculty must continue to renovate and build state-of-the-art multi-use facilities. Operational efficiency also involves using additional facilities, both within and outside the city. Everything that the Faculty does is affected by technology. Because technological advancements also come with increasing costs, the Faculty must utilize its existing technology resources to their fullest. Emerging applications demand that the Faculty invest wisely in new technologies to improve education, research, patient care, and ways in which the members of the Faculty team work together.

Strategic Direction 6: Optimize our facility assets and technology investments

Goals:

- 6.1 Design contemporary, flexible facilities
 - emphasize functional modern design concepts in renovations plans for office space, flexible contemporary teaching space, research space in Oral Biology, the fourth floor, and the Children's Hospital Graduate Clinic
 - install television monitors by elevators, main traffic areas, and in the Clinic waiting rooms for promotion/marketing and public education (e.g., infomercials about the Faculty and dentistry, oral health information, Faculty events, etc.)
 - develop plans for Faculty lounge (for use by instructors, staff, and part-timers)
- 6.2 Increase use and capabilities of axiUm clinical management infrastructure
 - provide more hands-on training for faculty and staff to learn the system
 - increased access to patient records can be a catalyst for clinical research
 - provide computer terminals in all dental units and obtain servers with greater capacity (especially for digital imaging and emergency back-up)
- 6.3 Improve the application of information technology
 - convert to digital radiography and electronic health record
 - maximize use and efficiency of online and web-based learning platforms/course management systems
 - encourage increased use of electronic and online environments
- 6.4 Explore the possibility of updated or additional facilities to enhance operational efficiency
 - secure additional clinic space from Children's Hospital
 - secure additional space for oral surgery and increased capacity of sterilization through renovations of oral surgery and central sterilization area
 - enhance periodontics graduate clinic through space renovations
 - obtain new equipment for the Centre for Community Oral Health outreach programs
 - ensure that washrooms on all floors are accessible to persons with disabilities; install automated sinks and toilets
 - maximize use of clinic space (e.g., evenings for students, continuing education, or international students)
- 6.5 Create the infrastructure to ensure business continuity in emergency situations
 - create both onsite and offsite computer back-up (servers)
 - ensure that the Faculty has a pandemic plan and that it can be implemented
 - work with the Manitoba Dental Association, Winnipeg Regional Health Authority, and other community stakeholders to develop plans to provide emergency treatment for patients if Faculty clinics are not in operation

Summary:

Based on the collaborative input of instructors, support staff, and students; our Faculty strongly emulates our new logo slogan "Traditions of Excellence, Horizons of Change". We not only represent the proud and accomplished history of our institution but we are also certain of what we want to become, and most importantly, how we plan to get there. Following the principles articulated in this dynamic strategic plan, we will advance our institution to prominent status as one of the top five dental schools in North America within five years.