

Michigan Dentistry: Leading the Future

Strategic Plan
2015





Dear Colleagues:

It is with distinct pride that I share this Strategic Plan. This plan represents the culmination of 18 months of hard work and dedication of dozens of our colleagues in the University of Michigan School of Dentistry.

Since our founding in 1875, Michigan Dentistry has been advancing health through education, service, research and discovery. This was our mission then and the dentistry community remains true to it today. This document sets forth our near-term plans for how we will move our key goals forward. Throughout the strategic planning process we took care to clarify our core values—compassion, leadership, excellence, responsibility, trust, creativity and inclusion. These values are at the heart of everything we do.

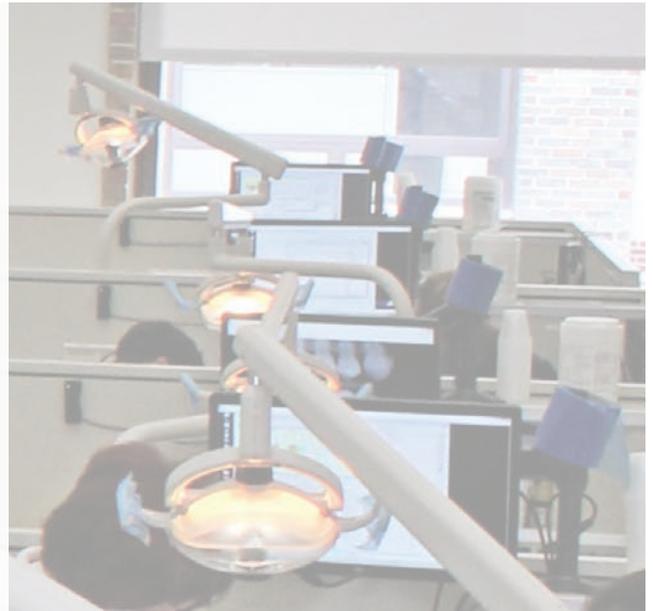
As you browse this document, I hope you recognize these values and see how they affect everything we do. The core values are an integral part of the five domains that encompass our strategic goals. And it is all of you – faculty, staff and students – and your dedication and determination that will move these goals forward.

On behalf of the Michigan Dentistry community, I welcome you to join us as we create the future.

Sincerely,

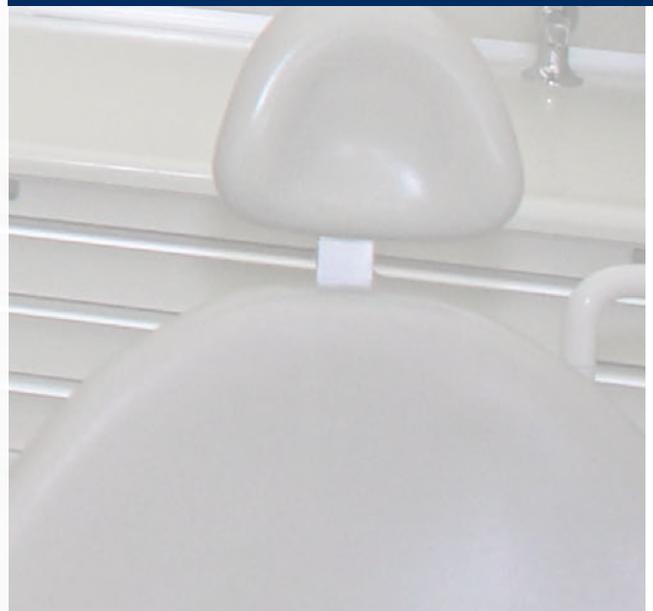
A handwritten signature in black ink that reads "Laurie K. McCauley". The signature is fluid and cursive.

Laurie K. McCauley
William K. and Mary Anne Najjar Professor
Dean of the School of Dentistry



WHAT'S INSIDE

- Our Vision, Mission and Values
- People Domain
- Education Domain
- Research & Discovery Domain
- Patient Care Domain
- Responsible Growth & Sustainability Domain



INTRODUCTION

Beginning in fall 2013, a multidisciplinary team of students, faculty and staff worked to develop this strategic plan for the University of Michigan School of Dentistry. The plan is organized into five primary domains, which we identified as essential for long-term growth and vitality:

- 1 PEOPLE
- 2 EDUCATION
- 3 RESEARCH & DISCOVERY
- 4 PATIENT CARE
- 5 RESPONSIBLE GROWTH & SUSTAINABILITY

Each of these domains is defined by an overarching vision statement, which serves as the “north star” guiding and advancing the goals and activities housed within that domain. Stewards have been identified to

help define, lead, and track the progress within each domain; stewards are assisted in this work by a cohort of colleagues who are encouraged to self-select from throughout the school to contribute to that domain’s progress.

These goals and activities will be continuous and adaptive – in other words, they will be subject to rigorous evaluation based on outcomes measures we’ve identified, and modified in response both to changing conditions and results achieved.

This strategic plan describes the way we will improve as we care for our patients, conduct our research, and support the next generation of leaders, scientists, and clinicians.



The Strategic Planning Committee that authored Michigan Dentistry: Leading the Future, Spring 2014 and the community they represented are: Brandon Shoukri, dental hygiene & dental students; Brent Ward, Oral and Maxillofacial Surgery and Hospital Dentistry; Tracy de Peralta (co-chair), Cariology and Restorative Sciences and Endodontics; Paul Krebsbach, chairs & Biologic and Materials Sciences; Erica Hanss, staff; Laurie McCauley, leadership; Josef Kolling, adjunct faculty; Renny Franceschi, Executive Committee & Periodontics and Oral Medicine; Jimmy Boynton, Orthodontics and Pediatric Dentistry; Elizabeth Rodriguiz, staff; Lynn Johnson (chair), Institutional Effectiveness; and Eboné Jordan, graduate students.

This plan is intended to build on our strengths, inform our business decisions, and guide our investments of both energy and resources. This strategic plan will lead the Michigan Dentistry community into the future.

OUR VISION

Building on the strengths of its university and state, a diverse University of Michigan School of Dentistry community will lead the science and practice of dentistry with preeminent research, contemporary and engaged learning, and exemplary patient care in a vital and sustainable manner.

OUR MISSION

Michigan Dentistry: Advancing health through education, service, research and discovery.

OUR VALUES

Compassion

We encourage a culture of collaboration, collegiality and helpfulness based on empathy and respect.

Leadership

We shape the future leaders of dentistry.

Excellence

We intend to be the best at all we do.

Responsibility

We promote integrity, professionalism, and accountability to ensure ethical decision-making.

Trust

We commit to honest, transparent communication to build relationships.

Creativity

We challenge existing knowledge to foster problem-solving and new discovery.

Inclusion

We embrace and celebrate our diverse community.

CO**M**PASSION
LEA**D**ERSHIP
EXC**E**LLENCE
RESPON**S**IBILITY
TR**U**ST
CRE**A**TIVITY
INC**L**USION

1

PEOPLE DOMAIN

Vision:

To lead by becoming a dental home for our patients, an employer of choice, and a nurturing environment for current and future leaders in dentistry.

Goal #1:

To increase the number of faculty, staff, students and alumni from diverse backgrounds.

We will be successful if we increase the number of underrepresented minority faculty, staff and students across all educational programs by 1% each year over the next five years.

Actions for FY 2016:

1. Construct and act upon a plan to recruit a diverse student body.
2. Reestablish the Profile for Success program, a pipeline program for encouraging underrepresented and nontraditional undergraduate students to pursue careers in dentistry.
3. Engage the alumni to support an endowment for the Profile for Success program to sustain it in perpetuity.

Success Measures:

- Increase the race and ethnicity diversity enrollment for the Class of 2019.
- Obtain support (\$42,000) for the Summer 2015 Profile for Success program.
- Establish the Profile for Success endowment with a lead gift of \$75,000.
- Increase the Profile for Success endowment to \$150,000

Goal #2:

To foster individualized career development and create an environment that inspires optimal, rewarding, and enjoyable faculty, staff, and student performance.



We will be successful if using the results of the 2015 Climate Study, two new goals with associated Actions and Success Measures are activated by the end of 2015 to:

- Increase resources that foster an inclusive environment
- Create structures to improve communication across the school

Actions for FY 2016:

Complete a climate study to determine the current state of satisfaction of our dental school community.

1. Finalize the study.
2. Share the results with school community.
3. Based on the results of the study, select one or two of the most critical areas to focus upon.

Success Measures:

- The study is completed.
- Presentations are made to the entire school community.
- New goals are in place for FY 2016.



Domain Stewards:

Todd Ester

Director of Diversity and Inclusion

William Giannoble

Chair, Department of Periodontics & Oral Medicine

Richard Fetchiet

Executive Director of Alumni Relations and Development

Tina Pryor

Human Resources Director

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EDUCATION DOMAIN

Vision:

To lead with a contemporary and evolving curriculum centered in evidence-based patient care, critical thinking, and life-long learning.

Goal:

To have students consistently demonstrate critical thinking during the course of patient care.

We will be successful if:

- A new clinical assessment tool is developed that measures a student's ability to articulate their reasoning and provide evidence for their decisions in diagnosis, risk assessment, treatment planning and treatment delivery during the course of patient care.
- 100% of graduating dental students successfully articulate their reasoning and provide evidence for their decisions in diagnosis, risk assessment, treatment planning and treatment delivery during the course of patient care as measured by the new assessment instrument.

Actions for FY 2016:

1. Agree upon a definition of critical thinking that can be used across the school.
2. Audit the curriculum to determine where critical thinking is being taught and assessed.
3. Utilize clinical assessment to promote critical thinking by students in the course of patient care.
4. Map critical thinking skills development across the disciplines and vertically through the DDS curriculum.
5. Host a faculty development program in which faculty learn to teach and assess evidence-based dentistry (EBD), an example of critical thinking during patient care.



Success Measures:

- The definition of critical thinking is agreed upon and posted on the school's intranet.
- The curriculum audit is documented in a report, and also in our 2016 accreditation self study.
- A standardized assessment, using a critical thinking rubric (a listing of assessment criteria, or what counts, and the levels of quality from excellent to poor), is implemented in the Comprehensive Care course.
- Critical thinking skills are developed from D1- D4, in preclinics/clinics, biomedical sciences/oral medicine and vertically through the foundation sciences and clinical didactic courses as measured by the grading rubrics.
- Identify an evidence-based dentistry faculty champion in each department.
- Train the five evidence-based dentistry faculty champions to teach and assess using an evidence-based dentistry grading rubric.



Domain Stewards:

Carol Anne Murdoch Kinch

Associate Dean for Academic Affairs

Stephen Bayne

Chair, Cariology, Restorative Sciences, and Endodontics

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RESEARCH & DISCOVERY DOMAIN

Vision:

To lead through preeminence in basic, translational, clinical and education research.

Goal:

To bolster our research programs to ensure excellence and stability.

We will be successful if:

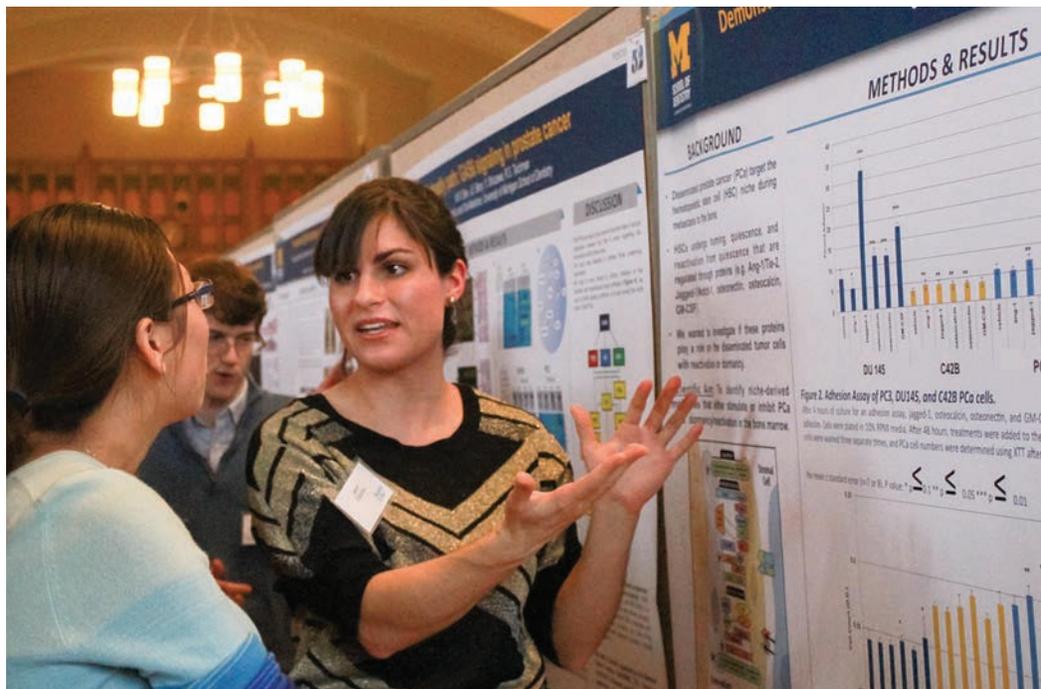
- 100% of tenure track assistant professors achieve extramural funding success within four years of initial appointment.
- The school is one of the top three schools with investigator-initiated awards in the U.S.

Actions for FY 2016:

- Create a schoolwide mentoring plan that aligns with departmental mentoring plans and addresses the needs of faculty at all levels: junior, mid-career, and senior.
- Implement the critical portions of the strategy.

Success Measures:

- 100% of tenure track assistant professors are actively working with a mentoring team by January 2016.
- A mentoring program is in place to support 100% of associate professors and professors without extramural funding to successfully apply for extramural funding.



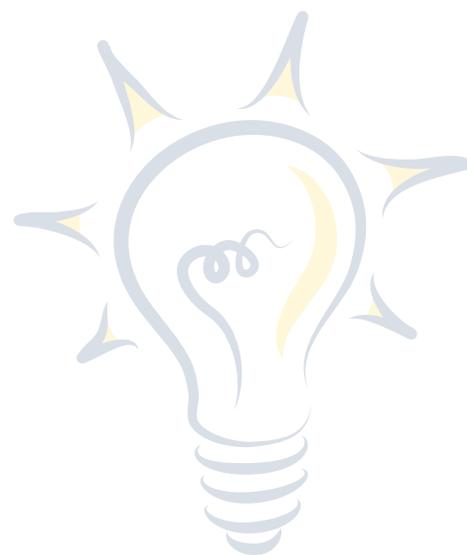
Domain Stewards:

Paul Krebsbach

Chair, Biologic & Materials Sciences

Russell Taichman

Associate Dean for Research



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PATIENT CARE DOMAIN

Vision:

To lead by becoming a principal dental healthcare center ranked as the most respected and trusted dental school in the country.

Goal:

To improve the patient experience at the UM School of Dentistry.

We will be successful if:

- The average schoolwide patient satisfaction survey score is equal to or greater than 4.25 (on a scale of 1-5 with 1 = Strongly Disagree and 5 = Strongly Agree) during the period of January through June 2016.
- The percentage of patients retained in the Comprehensive Care Vertically Integrated Clinics increases from 54% (2007) to 60% (June 2016).

Actions for FY 2016:

Convene a group of faculty, students and staff to design and carry out strategies to decrease the time it takes for a new patient:

1. To have their appointment in the Patient Admitting and Emergency Services (PAES) clinic
2. To have their treatment plan completed.

Success Measures:

- Decrease the time a patient waits for an appointment in the Patient Admitting and Emergency Services (PAES) clinic from 34 days (measured in 2007) to 21 days (by January 2016).



- Decrease the time it takes, once a student dentist is notified that they have a new patient, for the treatment plan to be completed from 50 days (measured in 2007) to 30 days (January 2016).

Domain Stewards:

Stephen Stefanac

Associate Dean for Patient Services

Brent Ward

Interim Chair of Oral and Maxillofacial Surgery and Hospital Dentistry



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RESPONSIBLE GROWTH & SUSTAINABILITY DOMAIN

Vision:

To lead through financial viability that empowers our community to engage in strategic and continuous advancement.

Goal:

To engage dentistry stakeholders with a comprehensive, understandable, and transparent financial reporting system that educates and inspires ownership laying the foundation for sustainable growth.

We will be successful if:

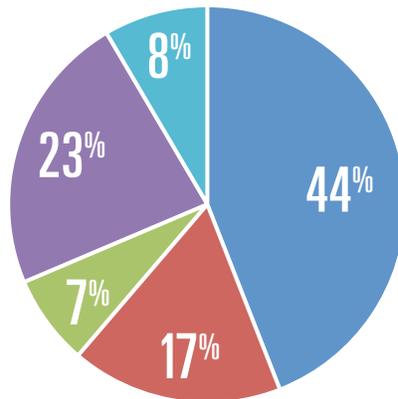
- Clinic and overall school finance presentations have been made to school stakeholders.
- Understandable financial reports are posted on the school's intranet and updated at least yearly.

Actions for FY 2016:

1. Increase the understanding of the school's finances, including clinical finances and the overall school financial situation, among key stakeholder groups.
2. Obtain and present an accurate picture of the school's financial status.

Success Measures:

- 90% of the key stakeholder groups demonstrate an improved understanding of the school's clinical and overall financial status as measured by pre- and post-surveys.
- Presentations about the school's clinical and overall financial status are made to and feedback received from key stakeholder groups, as well as are made available to the entire school community via the intranet.



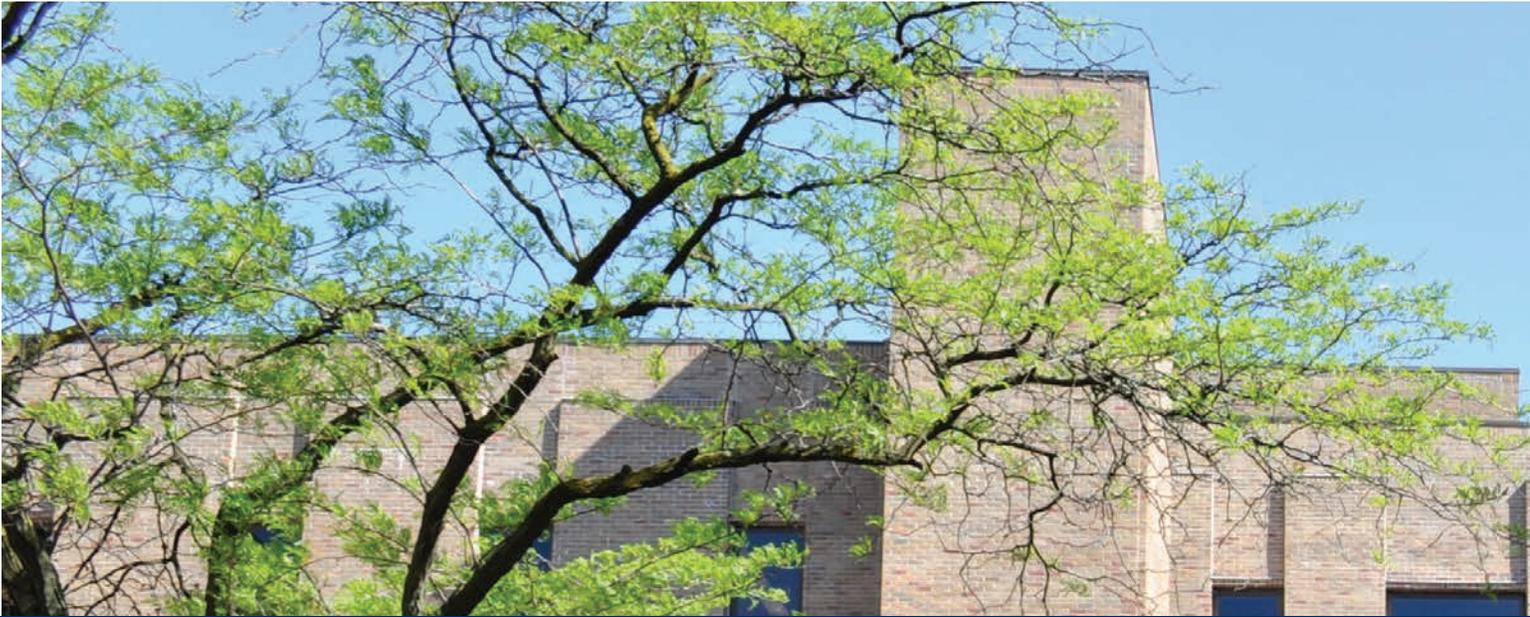
- General Funds
- Designated Funds
- Sponsored Research
- Auxiliary Funds
- Expendable Restricted Funds

Domain Stewards:

Michael Fox
*Director of Budget and
Financial Planning*

Sunil Kapila
*Chair of Orthodontics and
Pediatric Dentistry*





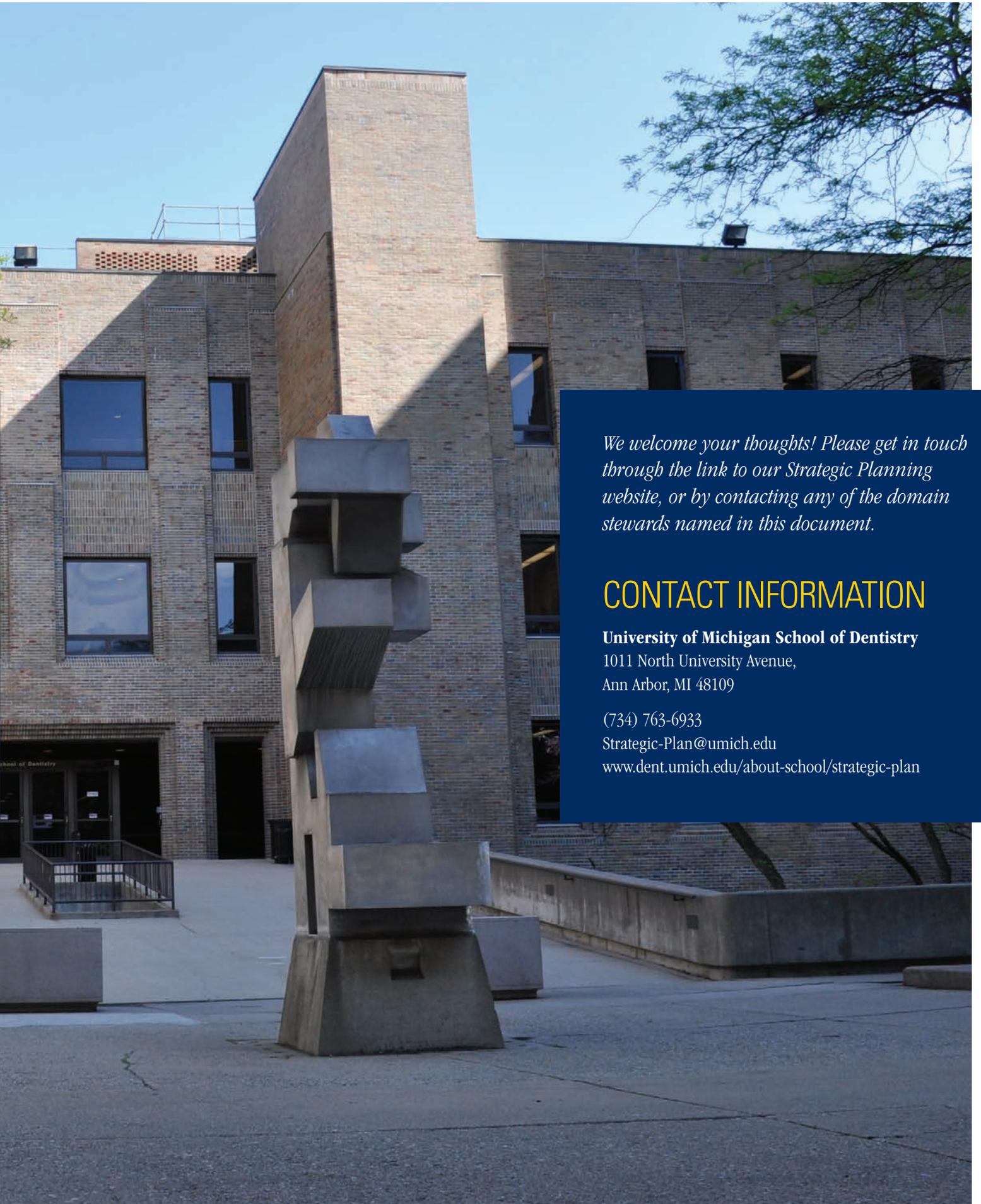
CONCLUSION

Work in all the domains is constant. Our school's dedication to continuous improvement, combined with our commitment to one another's success, will enable us—collectively—to make significant progress on the goals we've outlined together.

The entire Michigan Dentistry community, invites you to view our progress via the Strategic Planning website (www.dent.umich.edu/about-school/strategic-plan) we have created to ensure accountability, celebrate our successes, and share valuable learnings. You are also invited to offer suggestions and comments via email: Strategic-Plan@umich.edu.

This document is intended to become obsolete as progress on actions and planning for new actions occurs. Each year we'll host two gatherings, a Faculty Advance and a Staff Advance, to review our progress, answer questions and set new goals to pursue during the coming year. Throughout 2015 we will also engage our students and alums as we build and enhance our shared understanding of the direction the school is taking.





We welcome your thoughts! Please get in touch through the link to our Strategic Planning website, or by contacting any of the domain stewards named in this document.

CONTACT INFORMATION

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