

# Michigan Dentistry: Leading the Future

## Spring 2014 Strategic Plan

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### Introduction

The University of Michigan School of Dentistry (U-M SOD) is embedded in a premier research intensive public university that is facing both daunting challenges and promising opportunities. We are working during uncertain times and in a rapidly changing academic health center environment where the gap between scientific knowledge, education, and patient care is large. Threats to our financial security make a goal of sustainability truly urgent. Our future success as leaders in dentistry demands not only systems and technologies designed for organizational effectiveness, but shared commitment, loyalty, and spirit amongst stakeholders empowered to develop their innovation and creativity.

With the input of a multidisciplinary team of students, faculty and staff, the U-M School of Dentistry developed a strategic plan founded in the visions of five domains required for long-term growth and vitality. These domains are: *People, Education, Research and Discovery, Patient Care, and Responsible Growth and Sustainability*. With this ‘roadmap’ our goals and processes will be continuous and adaptive. Based on regular feedback and data, we will modify our activities to attain these visions. The mission statement, core values and newly created visions serve as guiding principles for how we care for our patients, conduct our research, and train the next generation of leaders, scientists and clinicians. This plan will align our strengths, inform our business decisions, and guide where we will invest our energies and resources. *This strategic plan will lead the U-M School of Dentistry into the future.*

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

### Core Values:

**Compassion:** Encourage a culture of collaboration, collegiality and helpfulness based on empathy and respect.

**Leadership:** Shape the future leaders of dentistry.

**Excellence:** Be the best at all we do.

**Responsibility:** Expect integrity, professionalism, and accountability to ensure ethical decision-making.

**Trust:** Commit to honest transparent communication to build relationships.

**Creativity:** Challenge existing knowledge to foster problem-solving and new discovery.

**Inclusion:** Embrace and celebrate our diverse community.

### Overall 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.

## 2014 Strategic Goals

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**People 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.

**Strategic Goals:**

1. Build a diverse inclusive community of faculty, staff, students, and alumni.
2. Foster individualized career development and create an environment that inspires optimal, rewarding, and enjoyable faculty, staff and student performance.
3. Synchronize and align needs for faculty and staff with all aspects of the school's mission.

**Stewards:** Multicultural Affairs Director, Associate Dean for Faculty Affairs and Institutional Effectiveness, Director of Human Resources, department chair #1

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

**Strategic Goals:**

1. Foster dynamic curriculum integration between basic and clinical sciences with a committed focus on engaged and spiral learning approaches.
2. Direct evidence-based standardized patient care and assessment approaches to propel students' performance and improve patient outcomes.
3. Incorporate time, flexibility, and guidance in the curriculum to cultivate personalized student development.

**Stewards:** Associate Dean for Academic Affairs, department chair #2

**Research and Discovery Vision:** To lead through preeminence in basic, translational, clinical, and education research.

**Strategic Goals:**

1. Advance the school research foci in an environment that fosters collaboration, cooperation, and resource sharing.
2. Buffer our research program from instabilities.

3. Accentuate the school's stature as a center for outstanding research training with seamless incorporation of research into education and patient care.

**Stewards:** Associate Dean for Research and Research Training, department chair #3

**Patient Care Vision:** To lead by becoming a principal dental healthcare center ranked the most respected and trusted dental school in the country.

**Strategic Goals:**

1. Exceed the expectations of our patients
2. Ensure that Michigan Dentistry is recognized across the state (and beyond) as a top venue for exceptional patient care.
3. Develop unique interdisciplinary/interprofessional centers that include education, patient care and research.

**Stewards:** Associate Dean for Patient Services, department chair #4

**Responsible Growth and Sustainability Vision:** To lead through financial viability that empowers our community to engage in strategic and continuous advancement.

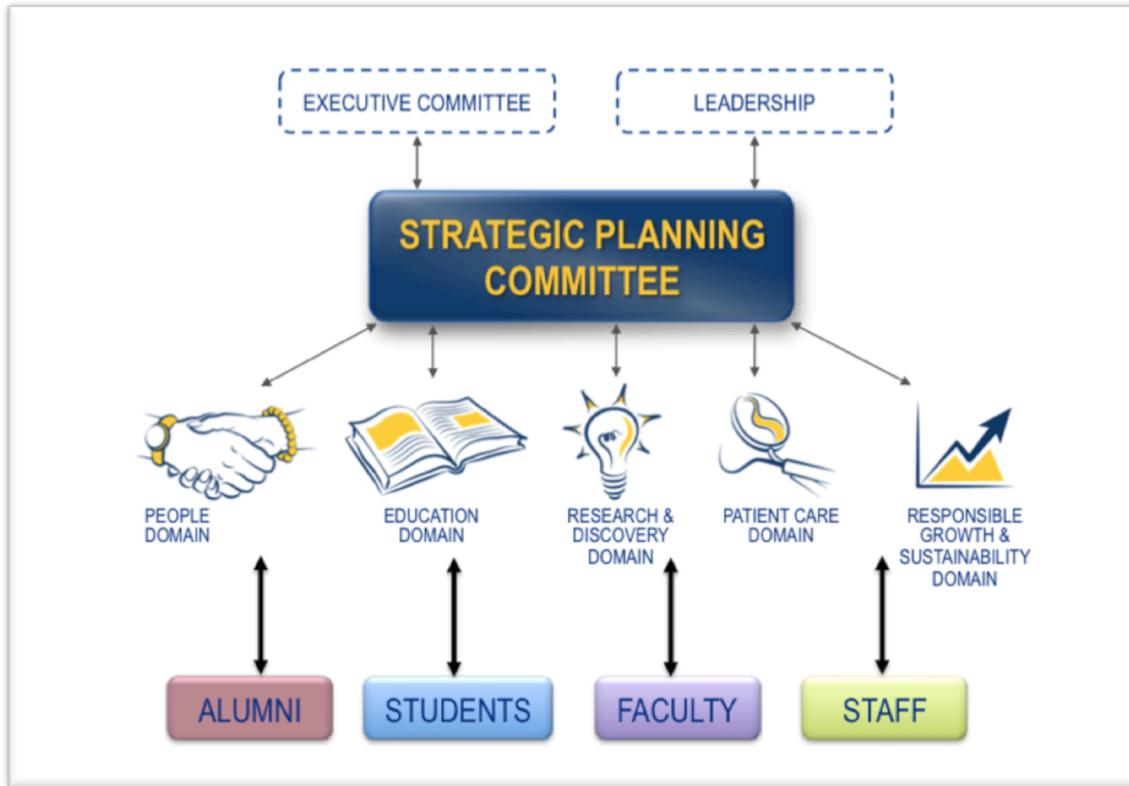
**Strategic Goals:**

1. Engage students, staff and faculty in the school with a comprehensive and transparent financial reporting system that all have the ability to view and understand.
2. Employ performance indicators that support decision-making linked to strategic priorities.
3. Identify and offer incentives to expand sources of revenue and implement operating efficiencies focused on the school's mission.

**Stewards:** Director of Budget and Financial Planning, department chair #5

## Ongoing Strategic Planning Process

The authors of *Michigan Dentistry: Building for the Future* recommend the following ongoing strategic planning process to the school's Bylaws Committee to consider and bring forward to the faculty.



An ongoing Strategic Planning Committee and five domain committees form the foundation of the proposed ongoing strategic planning process. The duties and responsibilities of each follow.

**Strategic Planning Committee:** The primary responsibility of this committee is to receive regular input from the domain committees regarding their progress towards goals, refine the strategic goals for the coming year, and set priorities across domains. The Strategic Planning Committee seeks input from and reports on progress to the Leadership and Executive Committee at least once annually.

**Domain Committees:** These committees determine the activities required to accomplish a strategic goal, the outcomes measures that will determine the goal's success, as well as the timeline and resources required to achieve each goal. Each domain committee will report to the Strategic Planning Committee at least once each year. The domain committees seek input from and report progress to the students, staff and faculty at least once each year.

# Appendix A – How we got here

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The strategic goals and overall structure of the plan were developed during a six month process led by a multidisciplinary team of students, faculty and staff representing all roles at the U-M School of Dentistry. In the process of writing the *Michigan Dentistry: Leading the Future* the following activities were conducted:

- Created the framework for our strategic plan after reviewing strategic plans from other dental & medical schools and health centers
- Reviewed the 2007 Strategic Assessment
- Drafted and finalized the current mission statement, and core values; finalized them after gathering feedback from the entire community
- Reviewed results of dean’s survey including textual comments
- Heard from school leaders in each domain about that domain’s status and potential directions
- Conducted listening sessions with students (6 sessions with 37 participants) and staff (3 sessions with 63 participants)
- Conducted a Faculty Advance with 46 faculty
- At all times offered anonymous techniques for gathering suggestions
- Synthesized all feedback and store in a location that is easily accessible to the school community and future strategic planning teams
- Gathered additional feedback from the UMSOD community:
  - Executive Committee: March 26, 2014
  - Board of Governors: March 27, 2014
  - Leadership: April 2, 2014
  - Students: April Student Government meeting
  - Faculty: April 23, 2014 faculty meeting and April 25 & 29, 2014 faculty feedback sessions
  - Staff: April 4, 2014, April 14, 2014 and April 15, 2014

# Appendix B – Committee Membership

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## **2013-2014 Strategic Planning Committee:**

- Jimmy Boynton (faculty - OPD)
- Tracy de Peralta, co-chair (faculty - CRSE)
- Renny Franceschi (faculty & EC - POM)
- Erica Hanss (staff - Dean's Office)
- Lynn Johnson, chair
- Eboné Jordan (graduate students - POM)
- Josef Kolling (adjunct faculty - BMS)
- Paul Krebsbach (chairs - BMS)
- Laurie McCauley, dean
- Elizabeth Rodriguiz (staff)
- Brandon Shoukri (dental hygiene & dental students, D3)
- Brent Ward (faculty - OMS/HD)

# Appendix C – Communication

Ongoing communication to the school community will be critical to the success of the strategic planning process. A website will be developed that contains the strategic plan as well as *Domain Scorecards*. These scorecards will give the status of each goal at a glance. A *Domain Scorecard* template and a sample Strategic Goal scorecard follows:

Domain					
<i>Strategic Goal</i>	<i>Action</i>	<i>Outcome Measure</i>	<i>Timeline</i>	<i>Resources</i>	<i>Status</i>
					

Responsible Growth & Sustainability Domain (Sample)					
<i>Strategic Goal #1: Patient visits and clinic revenues are increased with the assistance of targeted marketing and customer service.</i>					
<i>Action</i>	<i>Outcome Measure</i>	<i>Timeline</i>	<i>Resources</i>	<i>Status</i>	
Determine if the addition of assistants is increasing student productivity.	Report on the number of patients seen by students each day/week.	<ul style="list-style-type: none"> <li>Write report 9/14-11/14</li> <li>Distribute 12/14</li> </ul>	Dental Informatics (.25 FTE for 2 months) and Patient Services (.1 FTE for 1 month) personnel		