



**2022-2023**

**Strategic  
Planning  
Committee**

**Annual Summary**

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# INTRODUCTION

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## FOREWORD

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In 2015, a team of students, faculty and staff at the School of Dentistry created a Strategic Plan with an initial set of goals and a commitment to the continuous improvement, long-term growth and vitality that makes the school one of the best in the world. The open-ended plan calls for frequent assessment and modifications as dental education, patient care and research evolve. This update summarizes what's been accomplished and what's in-progress for the five domains and four initiatives in the plan.

## COMMITTEE MEMBERS

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- Dr. Rodney Vergotine (co-chair)
- Dr. Jan Hu (co-chair)
- Dr. Rodrigo Rocha Maia
- Dr. Sun-Yung Bak
- Dr. Karen Carver
- Samantha Sciancalepore
- Malika Malek
- Darlene Jones
- Dinella Crosby
- Erika Roberts
- Melanie LaPointe (support)

## FEEDBACK & CONTACT

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The Strategic Plan is a dynamic document and input from every corner of the School of Dentistry is vital. Strategic plan leaders encourage and value comments, suggestions and critiques of this initiative. Make your voice heard by contacting any of the stewards listed for each domain, or send an email to Dr. Rodney Vergotine ([rjvee@umich.edu](mailto:rjvee@umich.edu)). You can find more details on our website: [strategic-plan-squarespace.com](http://strategic-plan-squarespace.com).

# PEOPLE DOMAIN

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**Stewards: Todd Ester & Karyn Procter-Wicks**  
**Committee Liaison: Dinella Crosby**

## VISION

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

## KEY ACCOMPLISHMENTS

- Profile for Success (PFS) has raised \$675,000 in total support.
- Completed a schoolwide climate study in fall 2022 to assess the school community with plans to report results in school-wide town halls in 2023.
- A three part Implicit Bias Training was held in fall 2022 for students, staff and faculty. Seventy attended part I and 59 attended parts II and III.
- The school has awarded 87 Pipeline Scholarships between 2016-2023 through Pathway to Dentistry Scholarships.

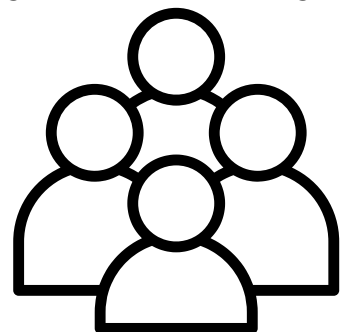
## ONGOING ACTIVITIES

- Maintain the quality of the PFS program and continue to grow Endowment fund.
- Participate in DEI 2.0 campus-wide initiative.
- Ensure Strategies and Tactics for Recruiting to Improve Diversity and Excellence (STRIDE) workshops attendance continue as a requirement for faculty search committees.
- Continue to seek ways to decrease staff turnover even further.

## DEI FOCUS

Ensure that diversity, equity, inclusion, and belonging is integral in the hiring of staff and faculty as well as admission of students in the Predoctoral and Graduate programs.

\*Mental health and well-being is being proposed to be included in the People domain moving forward.



# EDUCATION DOMAIN

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**Stewards: Carlos Gonzalez & Daniel Chiego**

**Committee Liaison: Sun-Yung Bak**

## VISION

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

## KEY ACCOMPLISHMENTS

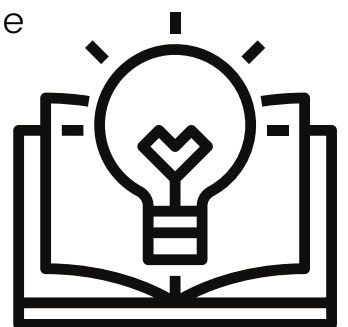
- Increased number of selective courses that demonstrate integration of the basic sciences in the clinical setting allowing students a stronger capacity to diagnose and a greater armamentarium of treatment options.
- A new elective course was added totaling 22 now (2021-2022).

## ONGOING ACTIVITIES

- Updating document that reflects current curricular and society needs is created and approved by the faculty.
- Create an anti-racism pedagogy task force.
- Identify curriculum gaps with a focus on social determinants of health.
- Create plan for appropriate course modifications and implementation.
- Enhance use of cases implemented in the curriculum.
- Create readily accessible, one stop site for faculty to access teaching, learning and clinic resources as well as high quality instructional videos.

## DEI FOCUS

Diversity, equity, inclusion, and belonging is an overall key focus throughout development of the competency document and mission statement, both of which reflect our commitment to developing cultural competence and preparedness to care for diverse populations. A basic premise guiding our Teaching and Learning initiatives is the support of Faculty wellbeing through promotion of Pedagogical practices that encourage a positive learning environment and a sense of belongingness.



# RESEARCH DOMAIN

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**Stewards: Vesa Kaartinen & Marco Bottino**

**Committee Liaison: Rodrigo Maia**

## VISION

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

## KEY ACCOMPLISHMENTS

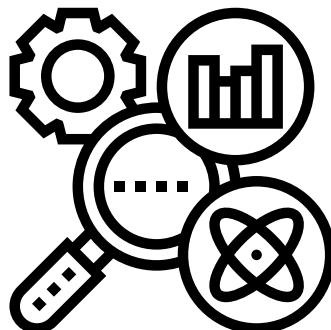
- Organized retreat to promote collaborative science.
- Increased number of multi-PI grants from 9 to 12.
- New research commons is fully functional and all lab spaces are occupied/in use.
- Established review committee for oversight and facilitation of clinical trials was.
- Developed research space policy.
- More than 50% of research laboratories use electronic notebooks.
- Hired the first data scientist at the the school.
- Designed and utilizing health history, sedation, and implant consent forms.

## ONGOING ACTIVITIES

- Address concerns related to understaffing in the Office of Research.
- Improve focus on postdoctoral trainees in partnership with Rackham.
- Further improve research spaces, with plans to renovate the Research Tower.
- Develop ways to foster appreciation and value with basic, translational and clinical research approaches.

## DEI FOCUS

We work on multiple fronts to ensure that we constantly consider diversity, equity, inclusion, and belonging (DEIB) as one of our guiding principles. Our educational programs, such as the Oral Health Sciences PhD and MS programs, play a major role in promoting DEIB in our school. We have increased the number of students coming from diverse and underrepresented backgrounds to about 40% of the entire student body.



# PATIENT CARE DOMAIN

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**Stewards: Romesh Nalliah, Stephanie Munz, & Cassandra Callaghan**  
**Committee Liaison: Darlene Jones**

## VISION

To lead by becoming a center of excellence in dental medicine, leading the world in high-quality, innovative, person-centered, and inclusive care.

## KEY ACCOMPLISHMENTS

- Survey conducted show improved communications and patient satisfaction.
- Website visits increased by 13% after one year.
- All patients are seen in modern and safe clinics.
- Initial screenings are at 70% on virtual platform.
- 70% of all clinics except pediatric dentistry are be standardized.
- All external referrals are made online.
- 7 Clinics live on new messaging system.
- 2% increase in visits to the Patient Care website.
- 50% of appointments are kept.
- Patients receive an email with links for health history and registration.

## ONGOING ACTIVITIES

- Feedback has caused us to move back toward in-person screenings but keeping virtual option to improve access in certain cases.
- In preparation for Epic-Wisdom implementation, standardized forms, external referrals, and online registration of Health History form for new patients, target October 2025-April 2026.
- The confirmation rate is now around 70% for those clinics on the new messaging system.

## DEI FOCUS

Diversity, equity, inclusion, and belonging are integrated by: creating an Interdisciplinary program group to investigate interdisciplinary care in the graduate programs; by increasing the options for patients to schedule their initial appointment at the school; and by increasing, the mentoring provided to dental students, allowing them to grow clinically and better meet the needs of their patients.



# RESPONSIBLE GROWTH & SUSTAINABILITY DOMAIN

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**Stewards: Jacques Nor & Cathy Jenkins Newton (Interim)**

**Committee Liaison: Erika Roberts**

## VISION

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

## KEY ACCOMPLISHMENTS

- Initiated the process of streamlining non-clinical support services and enhance the patient experience through standardized processes across clinics.
- Decreased utility costs by more than 5% through refreshed mechanical electrical, and plumbing systems.

## ONGOING ACTIVITIES

- Creation of a new model for Predoctoral General dentistry laboratory work that will increase use of digital technologies and decrease costs.
- Drafting and vetting a 5-year school wide financial plan.

## DEI FOCUS

Diversity, equity, inclusion and belonging were considered throughout the Blue Renew building renovation by developing an environment where all our students, staff, faculty, and patients feel welcomed and feel a sense of belonging. A course for non-US trained dentists interested in applying for US DDS/DMD degree programs fosters inclusion by providing the necessary tools to have a better chance of acceptance in a US dental school.





# LEARNING HEALTH SYSTEMS INITIATIVE

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**Steward: Alexandre DaSilva**

**Committee Liaisons: Jan Hu & Erika Roberts**

## VISION

To deliver quality patient care, education and research that is continuously improving. Leverage best practices in data acquisition and analysis and change management. Develop and apply novel ways to support decision-making and optimize research, patient treatment, and education activity at the school.

## KEY ACCOMPLISHMENTS

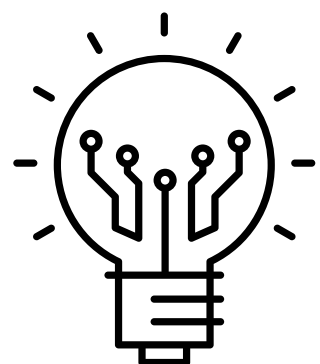
- Specialty clinics and the faculty clinic have increased the use of text messages for appointment reminders and improvement of the referral system between clinics, using email communication when completed and surveyed providers one year later for further improvement.
- Submission of the Multi-Institutional/PI NIH-NIDCR grant in collaboration with the University of Michigan Medical School Department of Learning Health Sciences, Wayne State University, and the University of Detroit Mercy.
- Hosted 2nd Collaborative UM Medical-Dental Learning Health Systems Conference.

## ONGOING ACTIVITIES

- Selection and/or development of artificial intelligence algorithms from patient characterization, treatment prediction, and ultra-deidentification with MIDAS collaborators.
- Representation in the Collaborative for Healthcare Integration (C4HI) with Deans of Dental Schools across the US.

## DEI FOCUS

There is a focus on diversity, equity, inclusion, and belonging across projects that will demonstrate new ways to better include, engage, support, and serve diverse groups and perspectives (patients, learners, faculty, staff, and communities). The process ensures a diversity of thought so that appropriate questions are investigated to meet the needs of stakeholders.



# DENTAL TECHNOLOGIES INITIATIVE

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**Stewards: Gisele Neiva & Albert Chan**  
**Committee Liaison: Jan Hu**

## VISION

To lead with innovative dental technology that permeates the education, patient care, and research mission in an inclusive and collaborative manner.

## KEY ACCOMPLISHMENTS

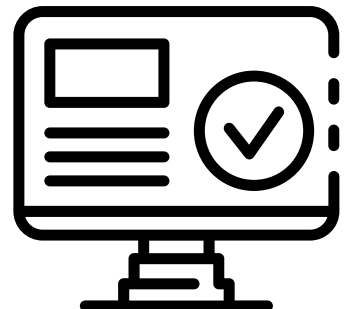
- Appointed Director for Predoctoral Digital Dental Technologies at 20% effort.
- Incorporated digital dentistry into the predoctoral curriculum.
- Conducted faculty training session for predoctoral computer-aided design and computer-aided manufacturing (CAD/CAM) workflow for in-house manufacturing and established in-house fabrication operations.
- Collaborated across school for various resources to support the efforts of digital dentistry.
- Drafted vision of the Digital Dentistry Innovation Center (DDIC).

## ONGOING ACTIVITIES

- Continue Dental Technologies Committee review of proposals from faculty and students on adapting emerging technologies.
- Assess needs for minimally invasive endoscopic and microscopic dentistry.
- Plan faculty training sessions for predoctoral CAD/CAM teaching workflow and train 5-8 additional faculty in Fall 2023.
- Develop simplified DDIC visual plan.
- Update DDIC opinion of probable cost.
- Monitor check-in/check-out and storage room remodeling by dispensing and dental assistant staff.

## DEI FOCUS

The team ensures that all phases of implementation address the diversity, equity, inclusion, belonging, and needs of our target populations. Thoughtful incorporation of technology renders a higher level of dental care that is increasingly affordable and accessible to more individuals.



# REGENERATIVE MEDICINE INITIATIVE

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**Stewards: David Kohn & Mutsumi Yoshida**

**Committee Liaison: Jan Hu**

## VISION

To advance oral health and patient care through discovery, innovation, education, and a collaboration of academics, clinicians, and corporate partners through innovative, cost-effective therapies to improve our patient's health, function, and esthetics.

## KEY ACCOMPLISHMENTS

- Established Michigan-Pittsburgh-Wyss Regenerative Medicine Resource Center.
- Lead Resource Center efforts, which brings together researchers, regulatory/commercialization experts, industry members from multiple universities, institutions, and companies, enhancing visibility both on campus and beyond.
- Received 13 funding awards totaling \$16.3 million and 1 active trial award in FY23.

## ONGOING ACTIVITIES

- Continue to lead the Resource Center and its translational research program, including provision of resources and unique guidance positioning projects for exits.
- Plan and execute the second Grand Challenge, a keystone event bringing together the community of scholars across campus to address a thematic scientific challenge surrounding programmable biomaterials.
- Launch Two tenure track faculty positions in the areas of biomaterials and Regenerative Medicine this year. One will be based in the School of Dentistry and a second will be based in the Medical school.

## DEI FOCUS

Access to care will be included as a success metric for this initiative. We will include a wide diversity of collaborators in all our efforts. Furthermore, our key leaders in regenerative medicine will be representative of the diversity that compromises our efforts.



# NEW CLINICAL EDUCATION MODEL INITIATIVE

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**Stewards: Romesh Nalliah & Domenica Sweier**  
**Committee Liaison: Rodney Vergotine**

## VISION

To lead with comprehensive high-quality patient-centered care, professionalism, and collaboration. The best interests for patient care are effectively coached and modeled for learners.

## KEY ACCOMPLISHMENTS

- Made the school a top destination for excellent patient care and clinical education.
- Implemented a sustainable recruitment and retention model for Faculty Coaches.

## ONGOING ACTIVITIES

- Working toward providing sufficient protected time for Faculty Coaches to engage in their mentorship role.

## DEI FOCUS

Faculty coaches participate in diversity, equity, inclusion, and belonging training and emulate and reflect those values. The inclusion of all voices (including faculty, staff, learners, patients, caregivers, families) are used to develop and solidify this model. Development of an Adjunct Faculty Advisory Board to include the voice of adjunct faculty who contribute significantly to our clinical teaching.

