



**Faculty of Dental Medicine
and Oral Health Sciences**

Strategic Plan 2021-2026

Local and Global Impact

Strategic Directions and Priorities

1. Student Life and Learning
2. Community Engagement
3. Research & Innovation
4. Work Culture
5. Physical and Virtual Spaces

Strategic Direction and Priority 1

Student Life and Learning

Focused on opening our doors to more students, providing opportunities to underserved and underrepresented prospective populations. It also encompasses our commitment to provide all students with a stimulating, innovative, and inquiry-based educational experience. We are also dedicated to continue providing and improve the current offerings of unique experiential learning opportunities that are not available in any other dental school, while ensuring that our students have an education that is aligned with both the future of the profession as well as local and global demand.

Team leaders:

- Dean
- Associate and Assistant Deans
- Student Representatives
- Undergraduate Dental Education Officer
- Graduate Program Director
- Graduate Program Officer
- Associate Director of Advancement
- EDI Committee Chair
- Admissions Committee Chair
- Awards Committee Chair

Admissions

1. Support and implement pathway programs for underserved and underrepresented populations
2. Identify strategies to grow enrollment and attract outstanding and highly qualified students to faculty undergraduate, graduate, and postgraduate programs
3. Identify strategies to increase the number of Quebec students in general practice residency and graduate programs and the number of international students in professional programs
4. Adapt to the need of incoming students during the admission process for extraordinary situations such as a pandemic

Education and learning environment

5. Ensure a supportive and inspirational teaching and learning environment for students, staff, faculty members and lifelong learners
6. Expand educational programs to align with local and global demand
7. Increase students' competencies (knowledge, skills, experience) and holistic learning at the DMD, graduate and postgraduate levels
8. Revise program curriculums periodically based on learners, professional and population needs and regulatory body recommendations
9. Implement state-of-the-art facilities, equipment, emerging technologies, tools and information resources to advance and support teaching and learning
10. Implement strategies to recruit and sustain highly qualified professional educators, researchers and staff to advance quality and creative education
11. Encourage, value and reward outstanding pedagogies
12. Recognize, mentor and support practitioners, scientists and students to foster their confidence and adaptation to societal needs and career requirements
13. Foster interprofessional and interdisciplinary education
14. Advance knowledge and provide lifelong professional education via the continuing education platform

Strategic Direction and Priority 1

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Student Life and Learning

Strategy	Indicators of Success	Progress
Increase number of DMD students	<ul style="list-style-type: none"> • Increase in admission rate 	✓
Establish Indigenous and Black student admissions pathways	<ul style="list-style-type: none"> • Increase in the number of Indigenous and Black students 	✓
Establish the Equity, Diversity and Inclusion committee	<ul style="list-style-type: none"> • Creation of the committee Chair and co-chair nomination, ToR approval 	✓
Empower student support and mentorship specifically for students from under-represented socio- and ethno- cultural backgrounds	<ul style="list-style-type: none"> • Launch of mentorship programs and network support • Funds attributed to these programs 	✓
Partnership with Well Office	<ul style="list-style-type: none"> • Signed contract 	✓ <ul style="list-style-type: none"> • Revised toward wellness Hub
Identify strategies to support on time graduation and students	<ul style="list-style-type: none"> • Attainment of program milestones (myProgress) • Peer Pathways Program • Remedial procedures in place 	✓

Student Life and Learning

Strategy (cont'd)	Indicators of Success	Progress
Revise the DMD curriculum	<ul style="list-style-type: none"> • New curriculum 	<ul style="list-style-type: none"> • Final step: launch Sept 2024
Invest in digital equipment CAD/CAM technology	<ul style="list-style-type: none"> • Purchase of equipment 	<ul style="list-style-type: none"> ✓
Recruitment of clinicians with expertise in digital dentistry	<ul style="list-style-type: none"> • Start-up work of professors at the Faculty 	<ul style="list-style-type: none"> ✓ + New 2024 recruitment
Develop digital dental medicine curriculum	<ul style="list-style-type: none"> • New courses / Update existing courses 	<ul style="list-style-type: none"> • In progress
Increase number of students in graduate programs	<ul style="list-style-type: none"> • Reach annual target set by GPS • Increase in annual admission rate • Annual Scholarships and funding for PhD and MSc students 	<ul style="list-style-type: none"> ✓
Create an MSc Non-Thesis: Community Service Stream	<ul style="list-style-type: none"> • Establishment of Stream • New courses • Enrollment of students • Annual scholarships and funding for students 	<ul style="list-style-type: none"> ✓
Creation of MSc/DMD pathway	<ul style="list-style-type: none"> • Admissions in this pathway (2 per year) 	<ul style="list-style-type: none"> ✓

Student Life and Learning

Strategy (cont'd)	Indicators of Success (cont'd)	Progress
Develop combined GPR/OMFS internship	<ul style="list-style-type: none"> • New internship 	✓
Revise the proposal, obtain approval, launch the Orthodontics specialty program	<ul style="list-style-type: none"> • Student enrollment in the program 	<ul style="list-style-type: none"> • Program closed • New program : ORAL MEDICINE
Expand and diversify Continuing Dental Education programs	<ul style="list-style-type: none"> • Livestream and hybrid courses (live and recorded components) • International collaboration • Mentorship program (1 on 1 or small group learning) • International dentist training course 	<ul style="list-style-type: none"> ✓ ✓ • In progress • Not launched
Faculty Development	<ul style="list-style-type: none"> • Creation of the Faculty Development committee 	<ul style="list-style-type: none"> • Not yet started
Promotion of the contract academic professors	<ul style="list-style-type: none"> • Revise and implement new promotion criteria 	✓
Championing Faculty members leadership	<ul style="list-style-type: none"> • Leadership positions external to the Faculty • Awards 	<ul style="list-style-type: none"> • ✓ + will continue

Strategic Direction and Priority 2

Community Engagement

Focused on further enhancing the Faculty of Dental Medicine and Oral Health Sciences' relationships with organizations to better serve our priority populations and continue building the Faculty's standing on the international stage. Providing important dental and orofacial care to underserved communities is a steadfast priority in the Faculty; expanding our offerings and finding ways to implement financially sustainable outreach programs can help further our goal of building a healthier future for all.

Team leaders:

- Dean
- Associate and Assistant Deans
- Director of Administration and Finance
- Director of Development
- Faculty Communications Office

Community Outreach

1. Expand outreach activities and service to the community to seniors, Black and Indigenous and rural and remote populations
2. Expand the special care needs and pipeline programs targeting underrepresented communities
3. Financially sustain Faculty outreach programs and community clinics

Connections and Internationalization

4. Build strong and productive partnerships with a wide variety of provincial, national and international stakeholders
5. Increase international, national and provincial Faculty activities, visibility and fortify global and local connections
6. Expand our community of international alumni and encourage their engagement with Faculty

Community Engagement

Strategy	Indicators of Success	Progress
Recruitment of TT professor in outreach and innovation	<ul style="list-style-type: none"> • Signed contract • Onboarding 	✓
Recruitment of an outreach officer	<ul style="list-style-type: none"> • Signed contract 	✓
Design new GPR program in rural/remote and Indigenous communities	<ul style="list-style-type: none"> • Philanthropic funds • Launch of the program 	<ul style="list-style-type: none"> • Development phase
Creation of special care needs clinic/unit in the Undergraduate Teaching Clinic	<ul style="list-style-type: none"> • Philanthropic funds • Establishment of a unit for people with disabilities 	<ul style="list-style-type: none"> • In progress
Create outreach and rotation in elder care	<ul style="list-style-type: none"> • Philanthropic funds • Recruitment of new professor 	<ul style="list-style-type: none"> • Partially accomplished • In progress

Community Engagement

Strategy (cont'd)	Indicators of Success	Progress
Expand the activities of the Oral Health Clinic for the Neurodivergent Community	<ul style="list-style-type: none"> • Philanthropic funds • MSc student training • GPR training 	<ul style="list-style-type: none"> • Partially accomplished ✓ • Launch in 2024
Assessment of community-based activities	<ul style="list-style-type: none"> • Hiring research officer • Establishment of a committee • Report on program evaluation 	<ul style="list-style-type: none"> • NOT STARTED YET
Strategized fundraising activities to reach new and international donors	<ul style="list-style-type: none"> • Strategic plan document • Number of events • Annual fundraising targets 	<ul style="list-style-type: none"> • In progress
Expand international collaborations	<ul style="list-style-type: none"> • Signed MOUs 	<ul style="list-style-type: none"> • Montpellier, JORDAN, KUWAIT • INDONESIA in Progress
Promote community clinics and engagement	<ul style="list-style-type: none"> • Website update • Social media activities 	<ul style="list-style-type: none"> • Partially accomplished ✓

Strategic Direction and Priority 3

Research and Innovation

Today's research landscape is global, interdisciplinary, focused on excellence, and rooted in collaboration with partners of all types (including industry, non-profits, governments, and other universities). The Faculty of Dental Medicine and Oral Health Sciences' research is inter-sectoral and multi-disciplinary in nature with research programs concentrated in four research clusters. By focusing on innovative methods and technologies, the Faculty of Dental Medicine and Oral Health Sciences can continue producing more research that changes lives.

Team leaders:

- Dean
- Associate and Assistant Deans
- Graduate Program Director
- Director of Development

1. Invest in Faculty strategic research clusters:
 - Pain and Neuroscience
 - Mineralized Tissues and Extracellular Matrix Biology
 - Biomaterials, Nanobiotechnology and Tissue Engineering
 - Population Oral Health
2. Develop new areas of research including Artificial Intelligence, microbiome research
3. Encourage clinical, community-based and EDI research
4. Expand and empower educational research on novel teaching pedagogies
5. Invest in common research facilities/infrastructure

Research

Strategy	Indicators of Success	Progress
Nomination of the new Chair of the Alan Edwards Centre for Research in Pain	<ul style="list-style-type: none"> Nomination 	✓
Nomination of co-Chair for the Centre for Bone and Periodontal Research	<ul style="list-style-type: none"> Nomination 	✓
Nomination of Faculty representative for common research facilities (Facility for Electron Microscopy Research)	<ul style="list-style-type: none"> Nomination 	✓
Creation of the Clinical Interdisciplinary Oral Health Research Platform at the MUHC	<ul style="list-style-type: none"> Launch of the platform Increased clinical research Philanthropic funds 	✓ <ul style="list-style-type: none"> In progress In progress
Creation of a research stewardship position within the postgraduate dental education programs	<ul style="list-style-type: none"> Signed contract Philanthropic funds 	✓ <ul style="list-style-type: none"> In progress

Research

Strategy (cont'd)	Indicators of Success	Progress
Strategic hiring in the field of Pain, Data Science and Statistical Learning, Bone and Mineralized Tissues, Outreach and innovation, Craniofacial research and microbiology	<ul style="list-style-type: none"> • Issued licence • Signed contract, onboarding • Start-up funds • Philanthropic funds 	<ul style="list-style-type: none"> ✓ ✓ ✓ • HIRING FREEZE
Support current research activities and grant opportunities for Faculty researchers at all levels (NSERC-CREATE, CFI, NSERC Discovery Horizons, CIHR, HFSP, Centre of excellence, etc)	<ul style="list-style-type: none"> • Increase in grant submissions • Success rate • Faculty publications annual report • Philanthropic funds 	<ul style="list-style-type: none"> ✓ ✓ ✓ • In progress
Encourage research within CAS stream	<ul style="list-style-type: none"> • Supervision of MSc students • Publication by CAS members 	<ul style="list-style-type: none"> ✓ ✓
Achieve the annual graduate supervision target and ensure equity in the supervision by professor ratio	<ul style="list-style-type: none"> • Number of enrolled students • Number of students/ each TT professor 	<ul style="list-style-type: none"> ✓ ✓

Strategic Direction and Priority 4

Work Culture

Focused on creating a workplace where individuals can flourish in a safe and supportive environment. It involves implementing an improved workplace culture to embrace continuous learning and change, to inspire and encourage new ways of doing things, and to empower administrative staff to use their knowledge and expertise to make Faculty of Dental Medicine and Oral Health Sciences a more agile and effective organization.

Team leaders:

- Dean
- Associate and Assistant Deans
- Director of Administration and Finance
- EDI Committee Chair
- Faculty Communications Office
- Director of Development
- Designated working group
- Human Resources Office
- Administrative Unit Leads

1. Build a healthy and safe environment for the whole Dental Medicine and Oral Health Sciences community
2. Foster team building and leadership among academics and staff through effective delegation, empowerment, continuous learning, collaboration, and shared decision-making
3. Establish a work culture whose mission and values are aligned with those of the Faculty and the University
4. Advocate for an equitable, diverse and inclusive environment
5. Support student-led and faculty-led equity, diversity and inclusion initiatives in the Faculty of Dental Medicine and Oral Health Sciences
6. Enhance the well-being and mental health of all Faculty, staff and student members
7. Promote the use of French
8. Ensure continuity of service by
 - building a sustainable financial framework for the Faculty, identifying alternative sources of revenue, creating and implementing a new budget model, and streamlining revenue generating operations and staffing structures
 - effective succession planning, process documentation and knowledge management

Work Culture

Strategy	Indicators of Success	Progress
Establish an EDI committee, comprised of Faculty members, staff and students	<ul style="list-style-type: none"> • Creation of the committee, Chair and co-chair nomination, ToR approval 	✓
Recruitment of EDI outreach administrator	<ul style="list-style-type: none"> • Signed contract 	✓
Promote learning opportunities in EDI for faculty members, staff, undergraduate and graduate students	<ul style="list-style-type: none"> • Training in EDI and cultural safety • Workshops, conferences and seminars • Report periodically on EDI initiatives to ensure transparency and accountability • Philanthropic funds 	✓ ✓ ✓ • In progress
Celebrate and promote respect for diversity in internal and external communications	<ul style="list-style-type: none"> • Annual Activity Report 	✓
Monitor and address the target numbers of under-represented groups in the Faculty	<ul style="list-style-type: none"> • Target numbers 	✓
Develop Faculty Code of Conduct	<ul style="list-style-type: none"> • Published code of conduct 	✓
Consultation with external firm to identify new sources of revenue	<ul style="list-style-type: none"> • Report by consulting firm 	✓
Analyse the cost-effectiveness of our clinics	<ul style="list-style-type: none"> • Key Performance Indicators on budget items 	• In progress

Work Culture

Strategy (cont'd)	Indicators of Success	Progress
Increase intra-mural services	<ul style="list-style-type: none"> • Signed contracts with specialists • Annual finance report 	<ul style="list-style-type: none"> • Partially accomplished • In progress
Support Faculty in French language related initiatives and ensure the success of CAS members in the assessment of French by the Office québécoise de la langue française	<ul style="list-style-type: none"> • Annual report of French related activities • Job descriptions 	✓
Annual workshops for staff development and wellness	<ul style="list-style-type: none"> • Monthly Leadership lunch and learn in place • 2 workshops per year (team building, recognition, employee engagement, In-house staff session on career planning) 	✓
Ensure that students, staff and faculty are apprised of HR and Financial policies and procedures	<ul style="list-style-type: none"> • 1-2 annual information training sessions and communication of policies 	✓
Develop documentation for jobs and processes of all areas of administration (HR, Finance, Undergraduate and Graduate Dental education, Admissions, Student Affairs)	<ul style="list-style-type: none"> • Availability of process manuals for all positions • Knowledge base for HR and Finance processes; streamline and clean up filing structure to facilitate retrieval of documents • Generic emails to preserve service history 	<ul style="list-style-type: none"> ✓ • In progress: process manuals, knowledge bases, file share clean-up

Strategic Direction and Priority 5

Physical and Virtual Spaces

Focused on providing the Faculty with the infrastructural and technological resources necessary for fulfilling its mission, while continually identifying changing needs as the strategic plan is implemented.

Team leaders:

- Dean
- Associate and Assistant Deans
- Director of Administration and Finance
- Director of Purchasing Committee
- Director of Development

1. Expand Faculty clinics, teaching and research spaces to align with local and global networking requirements
2. Identify alternative revenue streams to create new spaces
3. Provide students and faculty with state-of-the-art facilities, equipment, emerging technologies, tools and information resources to advance and nurture teaching and learning

Physical and Virtual Spaces

Strategy	Indicators of Success	Progress
Nominate space/building director	<ul style="list-style-type: none"> Nomination 	✓
Clinic expansion: creation of new clinic spaces for DMD students, international sponsored students	<ul style="list-style-type: none"> Business plan and space analysis Identification of space Preparation of Philanthropic proposal Funds and Space 	✓ ✓ ✓ • In progress - challenges
Renovation of the OMFS Clinic at Montreal General Hospital	<ul style="list-style-type: none"> Renovated clinic 	✓
Interdisciplinary oral health clinical research platform in MUHC	<ul style="list-style-type: none"> Launch of the platform 	✓
Creation of new lab spaces and renovation of existing research labs	<ul style="list-style-type: none"> Renovation of 2 research labs in SAD building Relocation of the Centre for Bone and Periodontal Research Creation of 2 new labs in SAD building 	✓
Information Technology Assessment and Roadmap	<ul style="list-style-type: none"> IT Central analysis Improvement in process 	✓ • In progress - challenges
Institutional clinical software	<ul style="list-style-type: none"> Preparation of case for support Purchase of Equipment and implementation Temporary solutions New digital platform 	✓ • NOT LAUNCHED ✓ • NOT LAUNCHED

HIGHLIGHTS

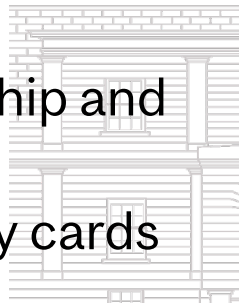
- Renaming the Faculty;
- Reconstruction of Faculty governance, gender equity in leadership positions;
- Senate approval for Revised Faculty Council ToR
- Revision of all the Faculty ToRs;
- Creation of the first Faculty code of conduct;
- launch of the first Faculty Equity, Diversity and Inclusion (EDI) committee;
- 3 Internal Audits with a focus on Governance, Clinical Operation and Identity and Access Management

- The audit report concluded:



















Management has taken concrete action to implement a new vision to streamline operations and resources, and to reinforce formal partnerships with stakeholders. Other initiatives include aiming to foster transparency and accountability to improve the control environment.

HIGHLIGHTS

- All programs were accredited (DMD, OMFS, GPRs) and 2 external reviews were addressed.
- In the 2023 Shanghai ranking, our Faculty was ranked 2nd in Canada and 40th in the world.
- 8 new researchers, 8 new specialists, 3 lead GPs, 2 CAS PhD were hired.
- The only Faculty in Canada with 2 TT professors from the Black community.
- 5 professors (4 female) were promoted to the rank of full professors.
- Hosting the first McCall MacBain female Indigenous scholar and the McGill Third Century Postdoctoral Fellow.
- Providing Faculty space for prayer, worship and meditation for all McGill students.
- Increased Faculty security : cameras, key cards



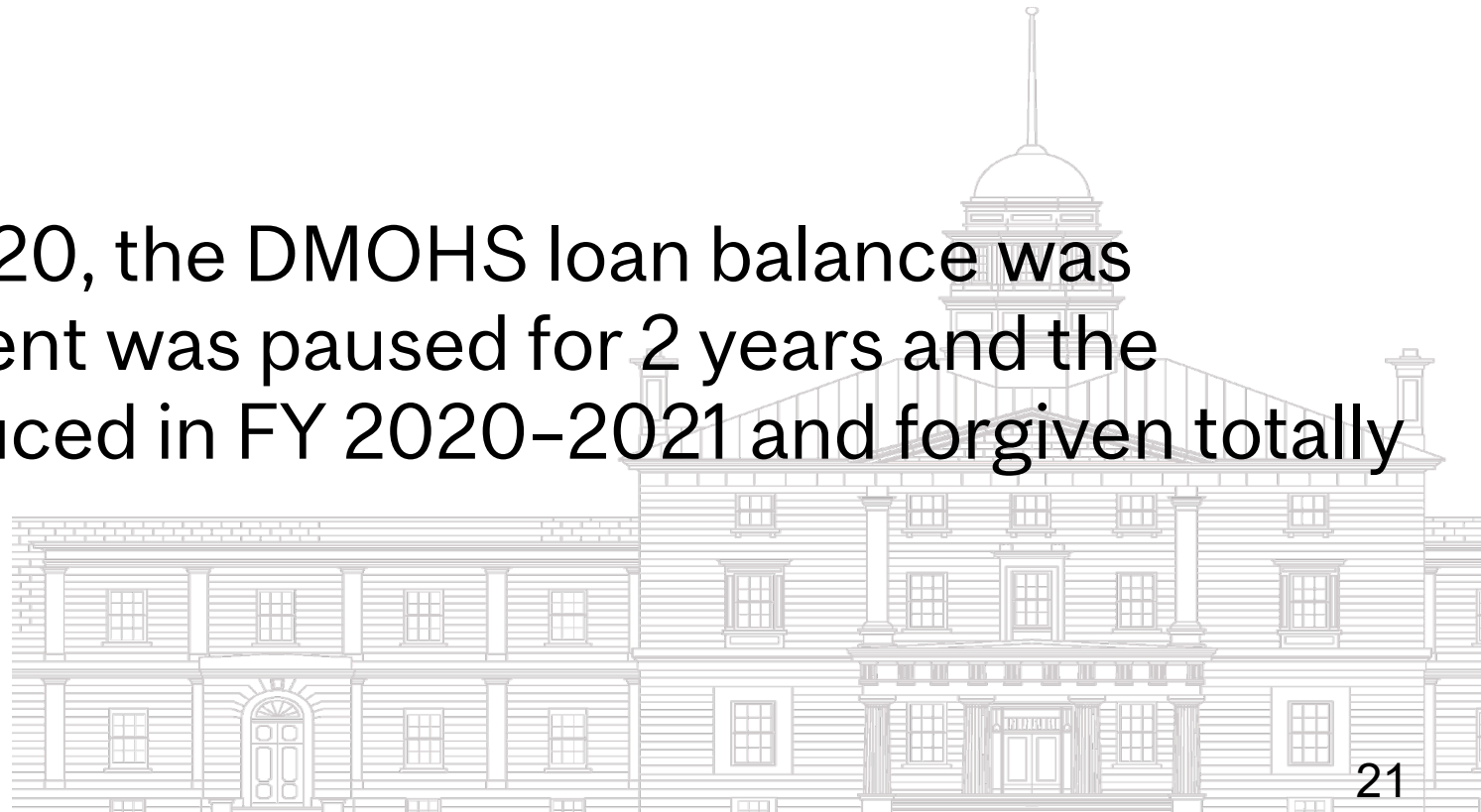
Dentistry & Oral Sciences 9 Institutions

World Rank	Institution	Canada	Total Score	Q1
26	 University of Toronto		228.5	57.6
40	 McGill University		217.1	30.7
43	 University of British Columbia		213.4	39.5
101-150	 University of Manitoba			18.6
101-150	 Université de Montréal			21.3
151-200	 University of Alberta			31.3
151-200	 University of Saskatchewan			15.9
151-200	 Western University			20.9
201-300	 Dalhousie University			23.7

* Institutions within the same rank range are listed alphabetically.

HIGHLIGHTS

- Number of DMD students increased by 10%
- Number of DMD Advanced Standing students has increased by 4 times.
- Faculty loan: In FY 2019–2020, the DMOHS loan balance was \$7,081,895. The loan payment was paused for 2 years and the resituated balance was reduced in FY 2020–2021 and forgiven totally in FY 2021–2022.
- Faculty budget is balanced.



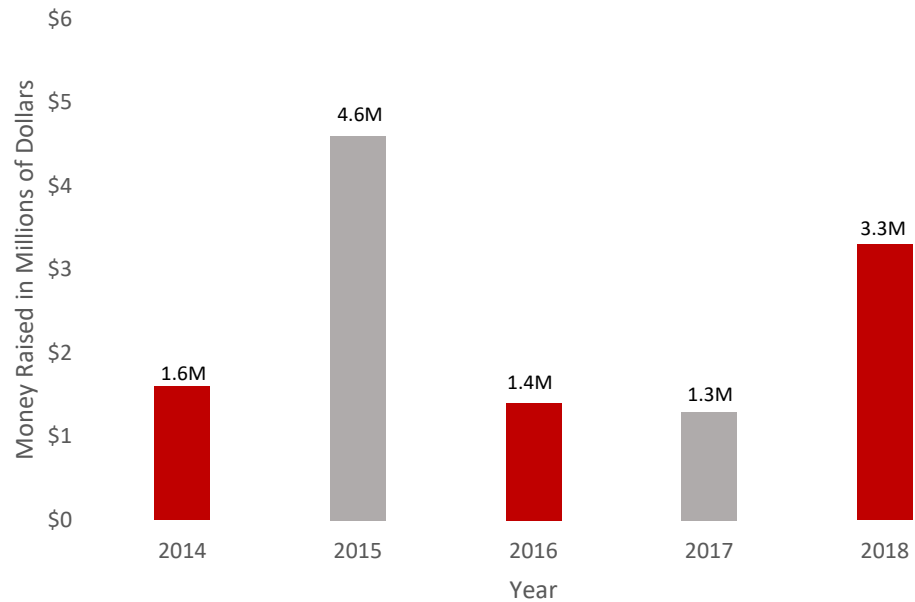
HIGHLIGHTS

- Our Faculty has been a leading faculty at McGill University with regard to graduate studies.
- The number of PhD students in our program has continuously increased for the past three years (2020-2023) at a rate between 13.6% to 43.3% per year.
- Our financial support to our graduate students has increased from 2020-2023 at a rate of 15.3% to 45.9% per year.
- Supervisory load of graduate students is among the highest at McGill University at 6.43 graduate students per professor, which is higher than professors in the Faculty of Medicine and Health Sciences or the Faculty of Science.

Advancement Update

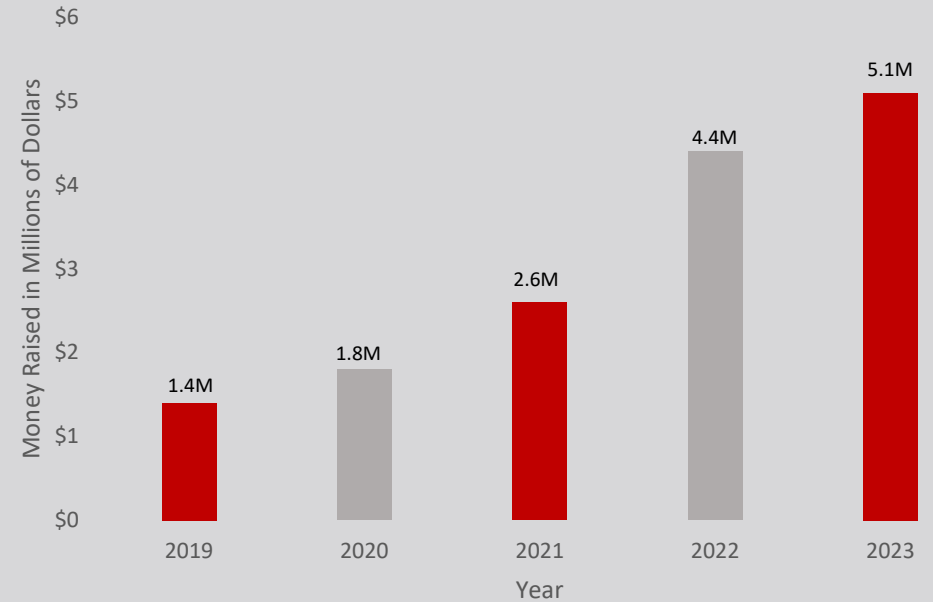
- Dentistry has seen more consistent gradual increases in the past 5 years compared to the previous 5 years
- Raised \$2.9M so far in 2024 with 79% of the fiscal year completed.

Achievements 2014-2018



**5-yr Total
\$12.2M**

Achievements 2019-2023



**5-yr Total
\$15.3M**

HIGHLIGHTS

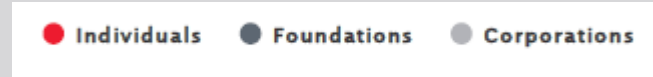
Campaign progress as of November 30, 2023



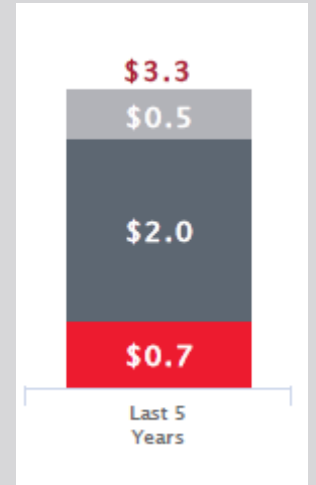
Breakdown by theme

THEME	DEN		MCGILL OVERALL	
	RAISED	% total	RAISED	% total
Opportunities that open doors	\$5.6	16%	\$553.8	28%
Research that changes lives	12.5	36%	807.1	41%
Innovation that drives progress	0.4	1%	56.2	3%
Educ shaping next "future ready" student	11.9	35%	309.2	16%
Infrastructure	3.3	10%	178.7	9%
Other	0.5	2%	65.8	3%
Total	\$34.2		\$1,970.9	

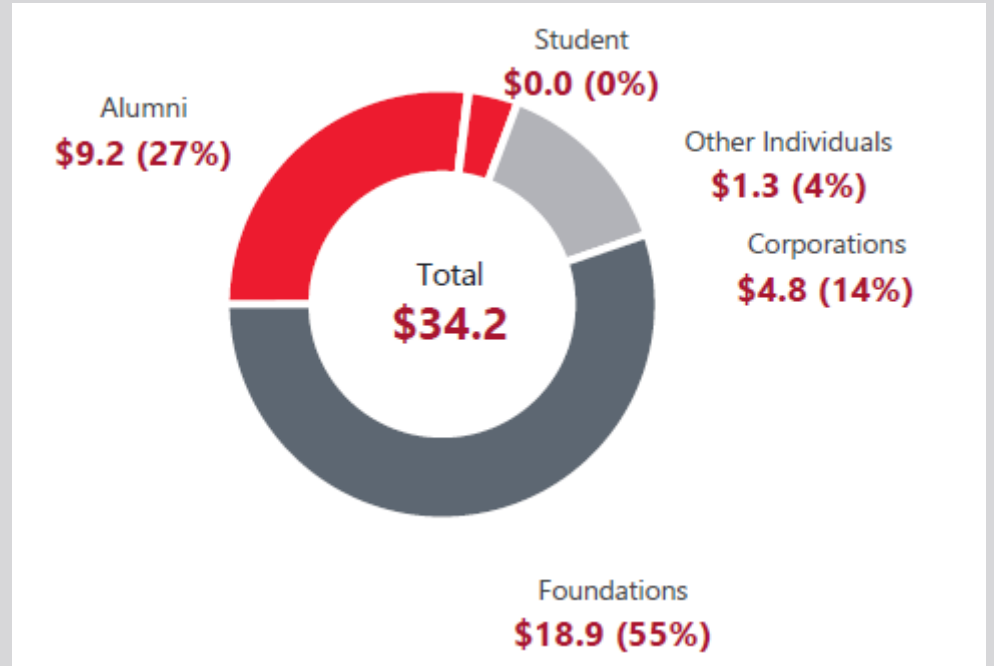
Breakdown by source



Annual average over last five years



Total Campaign Progress



CHALLENGES

- COVID-19 PANDEMIC
- STAFF TURNOVER
- FINANCIAL ISSUES
- LACK OF SPACE
- VULNERABILITY OF OUR CLINICAL IT SYSTEM

FACILITATORS

- MOTIVATION BY OUR EXCELLENT STUDENTS
- DEDICATED ACADEMICS AND ADMINISTRATIVE STAFF
- TEAMWORK
- PERSEVERANCE
- AMBITION