

**FACULTY OF
DENTISTRY**



Strategic
Directions
2013 – 2018

Faculty of Dentistry Te Kaupeka Pūniho

1 Mission and Values

Mission

“To pursue excellence in research, and to provide high quality undergraduate and postgraduate education and training in dentistry in order to improve health, through improving oral health nationwide and internationally, in accordance with the University’s Teaching and Learning Plan and the University’s and Division’s Strategic Imperatives and Strategic Priorities.”

Values

- The generation of knowledge and understanding of the scientific basis of modern dentistry through excellence in research and teaching, with continuous efforts to improve quality.
- Provision of an excellent academic and clinical environment for the continuing development of all the disciplines within the Faculty.
- The personal development of all staff members, based on equity and justice.
- Openness and transparency in decision-making.
- Meeting the Faculty’s obligations under the Treaty of Waitangi with respect to partnership, participation and protection.

2 General Aims and Objectives

The primary aim of the Faculty is to remain a nationally and internationally recognised leader of academic excellence in the areas of research, education and training, and clinical practice by:

- Achieving and retaining a reputation for the highest quality research, teaching, and clinical expertise in each discipline.
- Fostering an environment that stimulates intellectual and professional development.

We also endeavour to qualify undergraduates and postgraduates who meet the University of Otago's Graduate Profile. The following attributes aligned with the Division of Health Sciences' Strategic Priorities are to be fostered:

- **Critical thinking:** Ability to analyse issues logically, to challenge conventional assumptions, to consider different options and viewpoints, make informed decisions and act with flexibility, adaptability and creativity.
- **Cultural understanding:** Knowledge and appreciation of biculturalism within the framework of the Treaty of Waitangi; knowledge and appreciation of multiculturalism; and an ability to apply such knowledge in a culturally appropriate manner.
- **Ethics:** Knowledge of ethics and ethical standards and an ability to apply these with a sense of responsibility within the workplace and community.
- **Environmental literacy:** Basic understanding of the principles that govern natural systems, the effects of human activity on these systems, and the cultures and economies that interact with those systems.
- **Information literacy:** Ability to apply specific skills in acquiring, organising, analysing, evaluating and presenting information, in particular recognising the increasing prominence of digital-based activity.
- **Research:** Ability to conduct research by recognising when information is needed, and locating, retrieving, evaluating and using it effectively.
- **Self-motivation:** Capacity for self-directed activity and the ability to work independently.
- **Teamwork:** Ability to work effectively as both a team leader and a team member.

3 Specific Goals and Objectives

3.1 Achieving Research Excellence

Goal 1

To foster and develop research of the highest international standards:

Objectives

- To encourage and support involvement in collaborative research locally, nationally and internationally.
- To further develop and upgrade our research equipment base and also to plan for better equipped, safe research facilities.
- To encourage and support research programmes within the Sir John Walsh Research Institute and mentor new staff members.
- To appoint research-active staff of the highest calibre.
- To increase research funding by taking advantage of funding opportunities through the University, nationally and internationally.
- To improve research productivity in terms of the quantity and quality of publications, completed postgraduate degrees through fostering the ethos of a research intensive environment.
- To support effective communication of research outcomes.
- To encourage the translation of research into products and services aimed at improving oral health and health.

Performance Indicators

- Visits by overseas experts as Visiting Fellows and Visiting Professors.
- The acquisition of research equipment needed to achieve our research goals through application for grants from a number of agencies including University, Government, the profession, industry and philanthropic foundations.
- Numbers of masters and doctoral student completions.
- A strategy to maximise the benefit to the Faculty through processes similar to the Performance Based Research Funding PBRF allocation.
- Publication by academic staff of peer reviewed research papers in appropriate journals.
- Dissemination of research findings to health professionals, academics and the public.
- Annual Research Day open to members of the dental professions.
- Collaborative research undertaken with industry and the wider community with opportunities for commercialisation.

Goal 2

To maintain the quality of postgraduate programmes in dentistry:

Objectives

- To increase the success in gaining external research funding for graduate programmes.
- To be competitive in the international market place in offering degrees that lead to specialization and advances in knowledge and understanding while fostering internationalization of learning.
- To provide appropriate facilities for undertaking postgraduate research.

Performance Indicators

- Review of postgraduate degree and postgraduate diploma programmes indicating they are comparable with international benchmarks and meet the needs of New Zealand.
- Improvement in Postgraduate research facilities.
- Reduction in the number of postgraduate diplomas offered. Increase in income from external funding agencies.
- Increase in quality and quantity of publications.

3.2 Achieving excellence in research informed teaching

Goal 1

To provide the highest quality curricula which are informed by research and have a clear philosophy and objectives

Objectives

- To review regularly all the courses and programmes offered in the Faculty for their effectiveness, currency and integration both vertically and horizontally within the overall curricula.
- To improve courses in response to quality assurance data and through innovative approaches.
- To ensuring that learning outcomes meet the contemporary needs of New Zealand.

Performance Indicators

- Student feedback for courses and papers every three years.
- Peer review and benchmarking with similar courses in Australia and internationally.
- International recognition for programmes through success in external examinations e.g. College examinations

3.3 Ensuring outstanding Campus environments and student experience

Goal 1

To provide a learning environment that enables all students to reach their full potential

Objectives

- To be innovative and effective in teaching, to recognise and consider the use of new developments in education, educational research, information and communication technologies (ICT), and to encourage self-directed learning.
- To provide facilities at the Otago campus and in other clinical environments appropriate to deliver the highest quality contemporary undergraduate and postgraduate teaching and learning.
- To ensure our students understand and are responsive to New Zealand's socio-cultural diversity.
- To align programmes with Māori and Pacific Strategic Frameworks.

Performance Indicators

- Attendance of teaching staff at Higher Education Development Centre (HEDC) courses.
- Teaching evaluation of each course at least once every three years.
- Production of course-books that provide clear information on course objectives, workload expectations, deadlines and assessments.

- Utilisation, where possible and appropriate, of small group, PBL-type and/or ICT or web-based technologies for teaching.
- New students have been advised about the support available from Te Huka Mātauraka (Māori Centre) and the Pacific Island Centre. The Faculty has a good working relationship with the Tumuaki of Te Huka Mātauraka who sits on the Undergraduate Studies Committee.
- New Clinical Building

Goal 2

To respond to student needs and to take account of academic, professional, cultural and ethical aspirations of the community:

Objectives

- To produce informative, attractive and accurate publicity material for prospective students.
- To foster safe and ethical clinical and research attitudes and practices among our staff and students.
- To foster teaching, clinical and research practices that are sensitive to the cultural backgrounds of our diverse students and appropriate to the cultural background of the community in which they serve.
- To encourage, and support Māori and Pacific Island students.
- To develop an understanding of the environmental impact of dentistry.
- To enhance communication by giving students and teachers a clearly defined "forum" to discuss teaching and learning issues relating to specific courses.
- To develop wider interdisciplinary teaching and learning within and outside the Faculty.

Performance Indicators

- Publicity material that is current and attractive.
- Contact with prospective students e.g. Hands-on Science, Open days and Career Expo's.
- Provision of up-to-date information on safe clinical and laboratory procedures.
- Liaison with the University Disabilities Co-ordinator so as to create the best possible learning environment for all students.
- Students are advised of the support available from the Pouhere Tangata and Te Roopū group, and also from the Pacific Island Student Centre.
- Monitored progress of all students, at all levels with emphasis on self-identified Māori and Pacific Island students at all levels.
- Application of technology for integrated learning across all programmes.
- Working groups, subcommittees and Year Committees, to discuss and review current and new academic initiatives have student representation.
- Annual Teaching Review Day.
- Showcasing best teaching practice and best clinical and technological practice during Clinical Excellence Day.
- Review of options for distance education.

Goal 3

To review the student selection admissions process:

Objectives

- To assess the success or otherwise of changes to the selection process for dental students admitted since 2006.
- To review the appropriateness of graduate entry to programmes in dentistry.

Performance Indicators

- Review, undertaken in association with appropriate groups within, and outside the Faculty e.g. HEDC, of the admissions process to ensure that the quality of students admitted to the programmes is of a consistent high calibre and suited to the needs of the dental professions.

Goal 4

To recruit, retain and develop academic, teaching, clinical and general staff of the highest calibre

Objectives

- To provide an open, enthusiastic and supportive working environment which fosters the development of all staff.
- To involve staff at all levels in policy development and to encourage and facilitate communication between members of the three departments and the Sir John Walsh Research Institute within the Faculty.
- To encourage diversity in staffing and to foster awareness of Treaty responsibilities among staff.
- To mentor junior staff members.

Performance Indicators

- The Head of Departments (HoD's) discuss teaching, learning, research and clinical responsibilities and aspirations with each staff member annually.
- The HoD's endeavour to assign appropriate teaching/administrative loads for newly appointed academic staff.
- The HoD's make strategic decisions that will optimise teaching, clinical and research commitments according to each academic staff member's needs and aspirations.
- Academic and general staff informed of decisions via regular meetings.
- Staff attendance at relevant HEDC programmes.
- Staff training in Te Reo (Māori language).
- Staff appointments equitable.
- The Director of SJWRI together with research programme leaders to discuss, mentor and guide staff with respect to their research performance/aspirations annually.
- Academic and general staff involved in management at School, Division and University levels.

Goal 5

To manage the Faculty's resources effectively and efficiently:

Objectives

- To manage the Faculty's physical, financial, teaching related data and information, clinical, research and personnel infrastructure efficiently.
- To continue with the current matrix management structure.
- To ensure realistic budgets are set for each department and expenditure is constrained within their budgets.
- To introduce Faculty-wide technology to support patient diagnosis and management.

Performance Indicators

- The Executive Management Committee meets monthly to discuss management and other issues.
- The HoD's communicate the outcomes of these discussions to staff, where appropriate.
- The HoD's develop or encourage the development of space plans for each discipline, in consultation with the Associate Deans.
- Digital patient records, radiographs and file tracking introduced.
- The HoD's and Associate Deans liaise effectively with the Dean on matters of finance and/or management.
- Recognition of importance of general staff support.

3.4 Contribution to the national good and to international progress

Goal 1

To communicate opinions, expertise and research findings to the wider community and to foster the exchange of our skills with the wider national and international communities:

Objectives

- To inform the community of our activities, achievements, interests and concerns.
- To make our specialist knowledge available to the community.
- To maintain strong academic professional links at national and international levels.
- To utilise student outplacements for engagement with DHB's and Māori Health providers.

Performance Indicators

- Members of the staff publicise their research, clinical findings, opinions in the popular press.
- Student engagement in outplacement programmes.
- Vibrant contributions from international students.
- Publication of non-refereed articles of general interest.
- Staff involved in public lectures.
- Publication of research in appropriate Māori and Pacific peoples' channels such as hui, journals and newsletters.
- Staff continue to serve in decision-making capacities in professional organisations at all levels.
- Staff present research findings to professional bodies and at scientific meetings nationally, internationally and locally, including Clinical Excellence Day and Research Day.

3.5 Strengthening external engagement

Goal 1

To educate well dental professionals in Dentistry who will become integral members of the oral health team and enhance the health of the communities they serve:

Objectives

- To offer programmes for undergraduate and graduate students to ensure that they will have highly-valued skills for the delivery of clinical care and also the skills necessary for safe and ethical practice in their discipline and in their community.
- To instill an understanding of society and its infrastructure in order to build relationships with professional and community leaders, mindful of issues relating to specific ethnic groups.

Performance Indicators

- Interactions with national groups, District Health Boards and other health-focused organisations to ensure that the quality of graduates meets the needs of the community.
- Positive responses from our graduates from community, business and professional leaders and national bodies.
- Promote life-long learning through relevant continuing education courses.

Goal 2

To be responsive to opportunities and shortcomings in oral health care, including the needs of low socio-economic status groups and Māori and Pacific peoples:

Objectives

- To provide a learning environment which fosters an awareness of the need to form collaborative working relationships with a variety of partners in order to meet challenges in the community – nationally and internationally.
- To involve staff in policy development to encourage and facilitate communication with commercial companies and private enterprise.
- Improved opportunities for community health including patient management to meet the needs of low socio-economic status groups and Māori and Pacific peoples within the dental hospital and in outplacement clinics.

Performance Indicators

- The adoption of a holistic approach to health and oral health in New Zealand.
- The development of comprehensive health strategies – including oral health, utilising private and public sectors.
- The development of graduates that can participate in collaborative partnerships.

Goal 3

To improve oral health through research focused on sciences with application to the needs of the Nation and global community:

Objectives

- To develop an appropriate research infrastructure to support the dental professions and enhance their understanding and knowledge of the scientific basis of health, disease and treatment modalities, used at the level of the individual or the community, in order to enhance health.

Performance Indicators

- Application of research in physical, biological and social sciences to the understanding of the development, nature, properties of oral tissues and interactions with their environment, and how disease processes modify these.
- Applied quantitative research and qualitative research that has addressed issues relating to the inequalities that are evident within the community – nationally and internationally.

3.6 Building and sustaining capability

Goal 1

To prepare and plan for facilities and equipment required in all programmes offered by the Faculty:

Objectives

- To maintain current EFTS levels while investigating options for greater involvement in distance education and internationalisation.
- To plan to meet undergraduate and graduate student needs for the next 25 years. This will include study space, staff offices, clinical facilities, clinical equipment and research space.
- To address documented shortages in the dental workforce.

Performance Indicators

- There is adequate space, facilities, infrastructure, and staff to support the research and teaching activities of the Faculty.
- Increased funding from the Ministries of Education and Health.
- Reduction in dental workforce shortages.
- To continue to press for a new Dental School building and refurbishment of the existing buildings.

Goal 2

To prepare a succession plan for academic and general staffing in all programmes offered by the Faculty in addition to meeting requirements for their enhanced research performance:

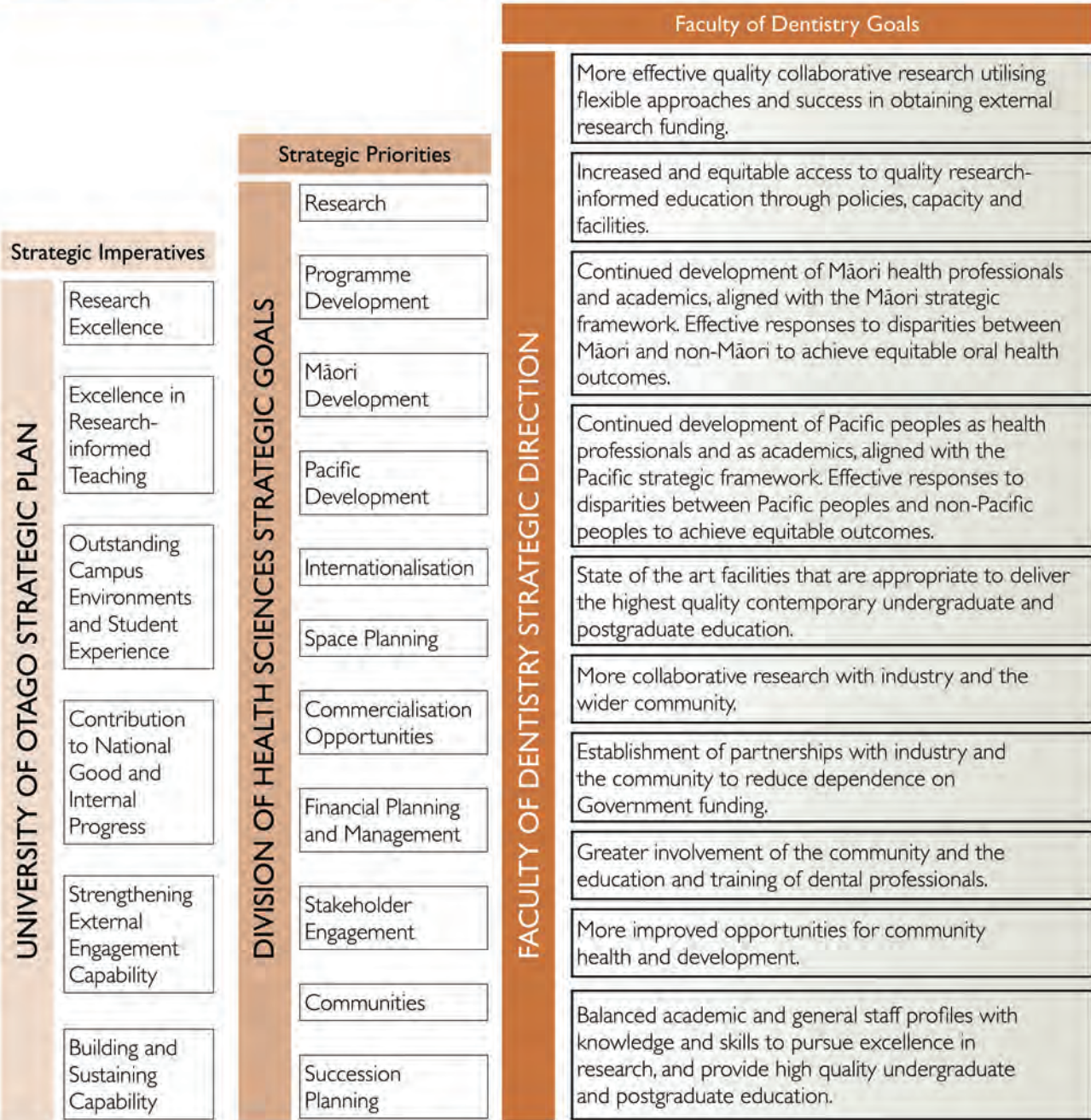
Objectives

- Identification of priority areas for research-based teaching and learning across the Faculty and establishment of a succession plan.
- To grow and develop a balanced academic and general staff profile to meet future teaching, research and administrative requirements.
- To ensure all staff receive support required to effectively meet their responsibilities and to advance their careers.

Performance Indicators

- Staffing is in place to deliver and support the research, teaching and service activities of the Faculty.
- Plan for meeting The Faculty's staffing needs for the next 5 years.

- Vision:** To remain a nationally and internationally recognised leader of academic and professional excellence in Dentistry.
- Mission:** To pursue excellence in research, provide high quality undergraduate and postgraduate education and training in dentistry, in order to improve health, through improved oral health, nationwide and internationally.
- Core Strategies:** Undertake highest quality research, teaching and clinical practice.
Foster an environment that stimulates intellectual and professional development.



Faculty Strategic Directions 2013 - 2018

Performance Indicators	Impact
<p>Research:</p> <ul style="list-style-type: none"> • Recognition of staff and student achievement of excellence in basic and applied research. • Increased research capacity and infrastructure contributing to advances in knowledge and its utilisation. • Responsiveness to the needs of the community and industry resulting in opportunities for innovative solutions and commercialisation. 	<p>A sustainable and equitable improvement in well being, resulting from improved oral health, throughout the diverse communities of New Zealand and the Pacific.</p>
<p>Teaching and Learning:</p> <ul style="list-style-type: none"> • Facilitation of rich and diverse learning opportunities for staff and students with recognition of the research focus of the University. • Regular review and updating of curricula content and assessment methods. • Feedback from international, national and regulatory bodies' evaluations that recognises achievement of excellence in professional education appropriate for meeting the needs of diverse communities. 	<p>Advancement of knowledge and understanding of oral health and diseases.</p>
<p>Service:</p> <ul style="list-style-type: none"> • Recognition of staff and student achievement of excellence in professional practice. • Maintenance of effective links with health providers and industry, nationally and internationally. • Progress with the commitment to reduce the inequalities in the health of Māori and Pacific peoples. 	<p>Maintenance of a world class facility through effective financial planning and management.</p>

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