

CREATE A RESPECTFUL AND DIVERSE ENVIRONMENT

Strategic Planning Subcommittee
School of Dentistry 2005

Subcommittee Members

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Identified Values, Summary

1. Open, positive and respectful environment
2. Ethical and professional behavior modeled at all levels
3. Enhanced focus on patients and students
4. A sense of teamwork
5. Recognition for contributions
6. Support of professional growth
7. Greater diversity of employees at all levels

Principle #1:

An Open, Positive and Respectful Environment Begins With Everyone

Rationale: An environment of open communication and absolute respect for the worth of each person and his/her work will create a positive work force

Recommended Actions:

1. We will establish division meetings to be held monthly and will include clinic staff at meetings
2. We will communicate *often*, even if it seems repetitive. We will become proactive with communication, rather than learning about the need for communication by having to respond to the lack of it. We will solicit *everyone's* opinions as much as possible.
3. We will act quickly on requests and feedback from colleagues. We will write them down, respond in a timely manner and communicate what is being done.

Principle #1:(Continued)

An Open, Positive and Respectful Environment Begins With Everyone

Recommended Actions:

4. We will reward positive and effective communication. We will include an assessment of employee's effectiveness with communication as part of the annual review.
5. We will recognize and reward work areas and specific people who inspire, promote optimism and build confidence
6. We will increase efforts to let our colleagues know that we care about them as persons
7. We will provide the materials and equipment that each employee needs to do his/her work well.

Principle #1: (Continued)

An Open, Positive and Respectful Environment Begins With Everyone

Recommended Actions:

8. We will actively involve in the decision-making those involved in the to-be-affected area (e.g., decisions about preclinical areas should be influenced by those who work in preclinical areas). Each person will know that his/her opinion counts.
9. We will design and use annually an employee survey to get feedback on communication and positive work force efforts

Principle #2:
Ethical and Professional Behavior Creates Ethical and Professional Behavior

Rationale: Top-down example and support are critical to the success of professionalism in the School, and we all must model professionalism

Recommended Actions:

1. All employees will have an annual performance review
2. Administrators, department and division chairs will be instructed in leadership skills. They will teach and model good leadership in meetings, clinic and in interactions with colleagues
3. Performance review system for faculty and P&A will be revisited and will be based *truly* on merit, not on favoritism or tradition
4. Honesty, ethical behavior, leadership and helpfulness will be rewarded publicly and will be attached to merit review.

Principle #2: (Continued)
Ethical and Professional Behavior Creates Ethical and Professional Behavior

Recommended Actions:

5. People will know what is expected of them at work. Each employee will review and edit with supervisor his/her job description as it describes *function*, and will build in an *accountability* factor that is clearly communicated to all parties.
6. Employees will be reviewed on how they are doing linking values to action. All employees will be accountable for ethical and value-linked behavior
7. Department and division chairs will *write down and distribute* currently "unwritten rules" (e.g., regarding authorship on papers, promotion, coverage for emergency clinics, administrative needs).

Principle #2: (Continued)
Ethical and Professional Behavior Creates Ethical and Professional Behavior

Recommended Actions:

8. Clinic directors will solicit written feedback of faculty by staff and students at the end of every rotation or every 3-6 months (360 degree feedback). After one year, this can be done verbally
9. Employees will be given feedback that can help them make better *vision-related* decisions
10. Each employee (old and new) will get a copy of the strategic plan, organizational chart, employee handbook, his/her own job description and their annual review form

Principle #3:
The Dental School Exists To Serve Students and Patients First

Rationale: Our success as an organization depends on our effectiveness as teachers and clinicians

Recommended Actions:

1. We will increase activities that reach out to patients:
 - Check customer-friendliness of phone system
 - Make elevator and clinic location signs in multiple languages
 - Update and make waiting areas more visually appealing
 - Develop team of professionals that can offer treatment to limited English speakers: "Spanish Day" or "Hmong Day", offered monthly
2. We will publicly *restate* the Dental School priority of patients first, students second, employees third
3. We will increase formal recognition of the critical value of clinic to support the teaching and research endeavors that support our School's mission

Principle #3: (Continued)
The Dental School Exists To Serve Students and Patients

Recommended Actions:

4. We will increase activities that reach out to students
 - Establish "Take a Student to Lunch" program
 - Train clinic staff to be better *teachers* (e.g., professional development course in education)
 - Evaluate clinical faculty and staff on teaching skills
 - Give annual student satisfaction survey and communicate positive and negative results to ALL employees

Principle #4:
The School Works as a Team to Reach Out Locally, Nationally and Internationally

Rationale: A sense of teamwork results in better achievement of the School's mission, and makes for happier employees

Recommended Actions:

1. We will increase knowledge of other areas by establishing "open houses" offered by divisions or clinics so employees, students and patients can take a "discovery tour" of the area, develop themselves as employees and gain appreciation for varied and creative ways of learning, teaching and using clinical skills. We will show that our colleagues are committed to quality work.
2. Administration will review and applaud team efforts that support the vision of the strategic plan at annual meetings (prize for winning team?)
3. We will link research and staff together: Combine research day and staff development?

Principle #4: (Continued)
The School Works as a Team to Reach Out Locally, Nationally and Internationally

Recommended Actions:

4. We will increase the number and variety of community events in School (e.g., chili lunch, chocolate festival, international food day, sports events)
5. We will establish local Dental School community volunteer activities for community teamwork e.g., Habitat for Humanity) and offer each employee one paid day per year to volunteer
6. We will offer financial incentives to all employees for national and international representation of Dental School
7. We will offer financial incentives to employees for international learning
8. Each employee will be made to feel that the School's mission makes his/her job important

Principle #5:
Recognition of Employees' Contributions is Part of Our Mission

Rationale: Employees who receive recognition regularly and feel that they are valued are happier, more effective and more committed to the School and its mission

Recommended Actions:

1. We will formally "credit" employees who attend personal-professional development series and those who organize community events.** We will increase incentives for others to do so as well.
2. We will have each department recognize one student annually on basis of (not academic achievement but) level of involvement, communication, ease to work with, efficiency (values we embrace)

**Credit Ideas:

Flex time, monetary compensation, merit "points" to be used at annual review, personal thank you notes, coffee or food cards, flowers, floor bulletin boards with "employee of the month," free parking at Radisson, tickets to Gopher games, etc.

Principle #5: (Continued)
Recognition of Employees' Contributions is Part of Our Mission

Recommended Actions:

3. We will recognize contributors at annual events
4. We will establish more public recognition awards: e.g., a "customer service" award, and a clinic staff award (individual will be nominated by students), etc.
5. Dental School administration will actively lobby the University negotiating bodies for increased wage and benefits for the *lowest* paid Dental School employees.

These credits or recognitions will be given not just for customer service or project in the school, but also for community or environmental awareness (volunteering, reducing pollution, etc)

Principle #6:
We Are An Institution of Learning for Employees as Well as Students

Rationale: Employees who have opportunities at work to learn, grow and are encouraged to develop are more productive and happier

Recommended Actions:

1. Dental School administration will *clearly communicate* its commitment to investing in each employee's professional and personal development. It will:
 - Clarify leave of absence policy for development activities
 - Communicate opportunities often and encourage involvement
 - Create a policy for "release time" from clinic for professional development for all employees
 - Allocate some financial resources for professional development activities

Principle #6:(Continued)
We Are An Institution of Learning for Employees as Well as Students

Recommended Actions:

2. Administration will create an expectation that each employee take three or more credits annually in professional development (not required CE credits) and will guarantee release time
3. Supervisors will ask each employee to set specific and measurable goals for professional growth each year at annual review
4. Administration will create a school wide expectation that all teaching faculty have ongoing instructional development (e.g., take a 1-2 day course on teaching – similar to policy that is required for research)
5. Department chairs will "calibrate" clinical teachers and will facilitate the use of regular peer review
6. Course designers will "articulate" the curriculum to encourage growth as teachers

Principle #6: (Continued)
We Are An Institution of Learning for Employees as Well as Students

Recommended Actions:

7. A formal mentor program for *all* employees will be established in the School (committee needed?)
 - For staff this should be separate from supervisor
 - For clinical and research faculty this might be best provided by adding outside perspective: Coordinate with Academic Health Center, University of Minnesota and local community
8. We will increase involvement with Mentor Connection Programs in the community (high school students)
9. We will continue to offer and expand upon flexibility for workers (flex time, professional development time, etc.)

Principle #7:
Employee and Student Diversity Is an Asset to
Our Mission

Rationale: It is critical that we develop a diverse community in the School of Dentistry to better understand and serve the greater community.

Recommended Actions:

1. We will create an Office of Minority Affairs in the Dental School. *We will make a long-term commitment to change the status quo. Significant commitment of resources (work-power and budget dollars) are the only true measure of our intention to change*
2. We will utilize current University policies to correct long-standing inequities in employment of women and under-represented minorities in the School of Dentistry

Principle #7: (Continued)
Employee and Student Diversity Is an Asset to
Our Mission

Recommended Actions:

3. We will create a Summer Development Program that allows high school and college students a chance to explore the many educational opportunities (clinical and research) in the School
4. Through collaborative efforts with AHC, community groups and foundations, we will engage and develop relationships with high school populations able and interested in science-related disciplines
5. We will actively recruit the best from the U of MN student societies and clubs, the greater U of MN campuses and state colleges who would provide highly qualified and diverse student candidates

Principle #7: (Continued)
Employee and Student Diversity Is an Asset to
Our Mission

Recommended Actions:

6. We will cultivate and nurture a welcoming environment that acknowledges and values diversity by celebrating the *current* diversity (e.g., lunch and learn, ethnic social events)
7. We will *actively recruit for diversity*, seeking out and encouraging the best faculty and staff from a diverse pool of candidates. *We will actively recognize the benefit of ethnically, racially and gender diverse, national and international faculty*
8. We will actively work to increase benefits (salary, fringe, flexibility) for clinical and non-clinical faculty and staff in order to increase (racial and sexual) diversity

SUMMARY

As directed by the vision statement, the (personal and professional) behavior, modeled by Administration and each employee in the School of Dentistry, must set the standard for the rest of the world.

This is accomplished by regularly communicating, modeling and reinforcing those standards of behavior that reflect our values as workers, health care professionals and educators.