# 2006-2007 Dentistry

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## Mission

The mission of the Indiana University School of Dentistry is to promote optimal oral and general health of Indiana citizens and others through educational, research, patient care and service programs.

## Goals and Objectives

**1. Incorporation of digital radiography into the IUSD Patient Electronic Health Record.**

Integrate digital radiology into the preclinical curriculum and begin clinical utilization of digital radiography.

**Campus Planning Theme:** Teaching and Learning
**Secondary Goals:**
**Sub Unit:**
**Time Frame:**

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**Actions taken for 2006-2007:**

The School of Dentistry established a Digital Radiology Implementation Committee. This committee developed a time line and initiated a request to get pricing on the storage module necessary to interface with the current electronic health record software (Axium) utilized in all of our clinics.

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**Evidence of Progress for 2006-2007:**

The school of Dentistry is currently working with purchasing on pricing for the storage module. The School of Dentistry is consulting with other Dental Schools on their choices of digital radiographic hardware and implementation.

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**Activities planned for 2007-2008:**

Purchase the storage module to integrate with the current electronic health record software (Axium). Utilize the two clinics that currently have digital radiographic equipment to pilot capturing and viewing digital radiographs in Axium. Develop a plan to integrate digital radiography into the curriculum and a plan for phasing in and purchasing the hardware necessary for digital radiography school wide.

**2. Renovate Predoctoral Endodontic Clinic and Graduate Periodontic Clinic.**

Remodel the predoctoral endodontic and graduate periodontic clinical space and replace outdated equipment

**Campus Planning Theme:** Best Practices
**Secondary Goals:**
**Sub Unit:**
**Time Frame:**

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**Actions taken for 2006-2007:**

IUSD has identified the need for renovation.

-Endodontics: Currently all of the seven operatories have dental chairs that are over fifteen years old. There is currently only one radiology unit for all of the patients to have radiographs taken. This requires the patient to get up and stand in line for radiographs (sometimes three or four per appointment). IUSD has met with campus architects for an initial estimate.

-Periodontics: The dental chairs in this clinic are over twenty years old and there are no available replacement parts. The clinic needs an updated dedicated area for surgeries.

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**Evidence of Progress for 2006-2007:**

-Endodontics: An updated proposal from the campus architect office was received in August 2007. An IUSD Capital Request form has been submitted for review by the Dean.

-Periodontics:  An architect has been identified and the project is in the design phase.

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**Activities planned for 2007-2008:**

-Endodontics: Finalize floor plans and equipment vendors as well as identifying funding.

-Periodontics: Construction is planned for the summer of 2008.

**3. To review and revise the funding basis of the specialty MSD programs.**

To examine the funding mechanisms that are in place for each individual program To determine if a change in funding practices is needed, and how that might be structured.

**Campus Planning Theme:** Best Practices
**Secondary Goals:**
**Sub Unit:**
**Time Frame:**

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**Actions taken for 2006-2007:**

In 2002/2003 James Johnson undertook a major and in-depth evaluation of IUSD in the context of a financial analysis. He produced an economic forecast for planning that included an estimate of viability of each graduate program.  As one consequence, the Dean requested that each graduate program submit an academic and business plan. That was accomplished. 

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**Evidence of Progress for 2006-2007:**

Preliminary meetings have occurred and the core documents are being collected by the newly-appointed associate dean for graduate education. 

**Activities planned for 2007-2008:**

Against the background of the substantial information available in James Johnson's report and with the assistance of the Graduate Program Directors and the Chief Financial Officer of the School, there will be a scrutiny of the program funding mechanisms in place. It is expected that at least a preliminary  report will be made to the Dean by early 2008.

**4. Students will accept an active role as partners in improving the academic and social climate of IUSD and therefore accept life-time ownership of dental education.**

• Students elect active and responsible leaders who will work diligently on behalf of their constituents and IUSD. • Students learn how to express their concerns openly, confidently, and professionally and learn the art of constructive criticism. • Students graduate from IUSD with a commitment to the school because through their willingness to participate as active partners, they left the school in better condition for those students who will follow them.

**Campus Planning Theme:** Best Practices
**Secondary Goals:**
**Sub Unit:**
**Time Frame:**

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**Actions taken for 2006-2007:**

- Student leaders met monthly with the Assistant Dean for Student Affairs to discuss innovations, concerns, and changes.
- The Dean hosted monthly town hall meetings with the student body during which he fields questions, listens to concerns, entertains suggestions, and reports on actions taken by the administration in response to issues raised at past meetings.

Leaders from several student organizations attended a variety of professional/leadership development symposia

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**Evidence of Progress for 2006-2007:**

- Student participation shifted from cynical and chronic complaints to professional and constructive criticism, and they sometimes even extended compliments of staff, faculty, and administrators.
- Students drafted a sophisticated proposal for changing the attendance policy to a system of personal days, and they worked closely with a faculty subcommittee in developing a final policy closely resembling the initial draft that was accepted by the Faculty Council.
- Student leaders played a significant role with the Indiana Dental Association (IDA) in convincing the State Legislature to change licensure policy by dropping the Indiana State Licensure Examination in favor of accepting regional licensure examinations.

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**Activities planned for 2007-2008:**

- Developing privileges such an honors clinic for students who complete competencies well before graduation,

- Registering school organizations with IUPUI and submitting proposals via the newly configured Council of Student Organizations for student activity fee monies,
- Discussing possible updates in clinical education such as including instruction on implants

**5. IUSD will take a more active role in the support of students with disabilities.**

• IUSD will provide a consistent, fair and judicial method to determine appropriate accommodations for students who request assistance with a documented disability. • IUSD administration will continue to stay abreast of current and changing university policies and procedures regarding accommodations for students with disabilities.

**Campus Planning Theme:** Campus Climate for Diversity
**Secondary Goals:**
**Sub Unit:**
**Time Frame:**

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**Actions taken for 2006-2007:**

- The Coordinator for Diversity Support acted as liaison to Adaptive Educational Services, served as an active member of the IUPUI Committee for People with Disabilities Steering Committee, and attended the Multicultural Teaching and Learning Institute on "Beyond Compliance; Embracing Students with Disabilities."
- Policies and Procedures regarding students with disabilities were updated in the IUSD Student Handbook and discussed at the New Student Orientation.

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**Evidence of Progress for 2006-2007:**

- The IUSD Accommodations Committee was formed and met to discuss the committee's purpose.
- Tom Gannon is scheduled to meet with the Admissions Committee in January.
- Two current DDS applicants have disclosed information regarding a disability and these issues will be brought for discussion to the Admissions Committee under the guidance of Tom Gannon.

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**Activities planned for 2007-2008:**

- Under the leadership of the Coordinator of Diversity Support, an ad hoc committee will begin to meet to discuss appropriate accommodations for students on an individual basis.
- Tom Gannon (university counsel) will address the DDS admissions committee regarding appropriate considerations for students with disabilities. 

**6. Increase the overall research productivity of the IUSD Research Program.**

- Increase the number of submitted/funded scientifically meritorious federal (e.g. NIH/NSF) grants by 50% - Shift the ratio of industrial contracts to federal grants from 4:1 to 1:1 by increasing federal support.

**Campus Planning Theme:** Research, Scholarship and Creative Activity
**Secondary Goals:**
**Sub Unit:**

**Time Frame:**

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**Actions taken for 2006-2007:**

o   Funded four Postdoctoral Research Fellows on a competitive bases using ICR funds
o   Provided help with faculty and student protocol development and IRB submissions through the IUSD Office of Research
o   Provided funding for 19 dental student (14 full and 5 partial)  research stipends, supplies, travel and biostatistical support
o   Provided funding for research supplies and biostatistical support for 23 MS candidates
Provided funding for supplies and stipends for four PhD candidates

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**Evidence of Progress for 2006-2007:**

-          The level of external awards did substantially increase last year over the previous year.  Several NIH grants were awarded to junior investigators which bode well for the future.

-          We have increased the number of PIs submitting research proposals through R&SP.

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**Activities planned for 2007-2008:**

- Strategically recruit three new mid-career faculty with established research record
- Establish stronger requirements for tenure and promotion to promote a higher standard for research productivity (publication of original research, external research funding).
- Strengthen our collaborations with other schools on the IUPUI campus and around Indiana

**7. Promote translational research by cross-disciplinary interactions between clinicians, clinical researchers and basic scientists and maximize opportunities for existing clinical and research faculty at IUSD.**

- Increase the number of faculty collaborations through interdisciplinary research with IUPUI schools and IUB faculty, especially the IU School of Medicine, IUPUI School of Science and School of Engineering and Technology. - Increase the number of graduate students supported by NIH training programs.

**Campus Planning Theme:** Research, Scholarship and Creative Activity
**Secondary Goals:**
**Sub Unit:**
**Time Frame:**

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**Actions taken for 2006-2007:**

-          Dean Goldblatt supported matching funds for two Signature Center awards

-          Our Bioresearch Facility has been restructured to provide greater access by faculty from other schools on campus

-          An application was submitted for a NIH T32 Research Training

         An application was submitted for a NIH T32 Research Training Grant

 

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**Evidence of Progress for 2006-2007:**

-            Two IUSD Signature Center applications were funded involving multi units on campus
-            Actively participated in the development of the NIH Indiana Clinical and Translational Science Award application.

Our Bioresearch Facility is being actively used by several faculty from the School of Medicine

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**Activities planned for 2007-2008:**

- Increase the number of faculty trained in clinical research by providing buy out time and tuition support for two faculty/year to participate in the IU Clinical Investigator Training Enhancement (CITE) program
- Actively participate with the School of Medicine and School of Nursing in the development of an application for NIH funding of the Indiana Clinical and Translational Science Award.
- Expand the IUSD Office of Research to further support faculty engaged in clinical research by providing support for protocol development, IRB submissions and regulatory compliance oversight.

## Fiscal Health

 * Fiscal health report for 2007-08.

The IU School of Dentistry achieved another successful year in FY07, contributing an additional $177k to our General Fund Balance Reserve.  Our Reserve is now at $2.4M which is $1.4M above the 3% required Reserve for FY08.  We do have significant infrastructure and building needs that are identified in our Planned Uses of Reserve.  For FY07, we experienced an increase in Tuition Rates of 5.6%/7.5% for Res./NonRes., respectively.  We also experienced a net $1.2M increase over PY in Clinical Income (net of Allowance), our best year to date in regards to clinic income and cash collections, evidence of continuous improved billing and collection efforts.  ICR Income increased $33k or 3.9%.  The other positive contributing factor was a $1.4M savings in compensation primarily due to vacancies and timing of hirings.  These improvements helped to cover a 4.0% or $568k decrease in State Appropriations; a $185k or 2.7% increase in University Tax Assessments; and the forgiveness of a $1.2M State Receivable.
 
The Fund Balance for all other Non-General Funds increased $192k or 4.0% in FY07, primarily in the C&G category.  The majority of this non GF activity represents our clinical and lab research facilities and their associated projects and contracts.
 
We expect to continue to fiscally manage and control all of our operations.   We have initiated an internal Strategic Initiative Task Force.  Their focus will be to identify key, current and relevant priorities for the school to address and initiate.  We are currently in discussion with Wishard Health Services to renegotiate our annual contract.  This contract subsidizes us for the management and operation of the Wishard Dental Clinics. 
 

## Reallocation Plan

Many parts of our dental building need upgrading but none are more important than our pre-clinical laboratory. This is where the dental students begin to work with their hands on projects that will allow them to transition into the clinical care of patients. We want to convert our current laboratory into a modern simulation laboratory consisting of manikins with oral structures. This will allow us to join over half the other dental schools around the country in this teaching approach. We have initiated fundraising for this $2.5 to $3 M project, and thus far our total commitments in gifts and pledges are just over the $1 million mark. We request $500,000 in campus reallocation funds to help with this renovation and to provide leverage for further fundraising by showing campus support.

## Other Question(s)

**1) *Diversity*. In the past year (July 1, 2006-June 30, 2007) what actions have you taken and what results have you achieved in retaining and graduating a diverse student body; enhancing diversity in research, scholarship, and creative activity; and recruiting, developing, and supporting diverse faculty and staff?**

Recruitment of a diverse student body is the primary goal at IUSD.  Once enrolled in IUSD, underrepresented minority students' academic and graduation rates are no different than that of majority students.  The pool of URM students interested in dentistry is alarmingly small, therefore creative means are needed to attract students the IUSD. 

The IUSD Diversity Council has decided to identify and rank 10 HBCUs that we can develop relationships with in order to recruit their students.   

 The Indiana University School of Dentistry has signed an articulation agreement with Crispus Attucks Medical Magnet School.  Traci Adams-Wilson and Marty Weyand, magnet coordinator, have been working together for over a year to plan and implement age appropriate activities for students who are interested in careers in dentistry.  In early fall 1007 two dental students visited Crispus Attucks with Traci Adams-Wilson to identify the 2007 cohort of students.  12 students were identified. 

A summer enrichment program is being developed for underrepresented minority students. The goal of the program is to provide a mini dental school experience for the participants. 

All underrepresented minority applications a reviewed by the Coordinator of Diversity Support Services.  Each applicant is contacted personally either via e-mail or telephone to discuss strengths and weaknesses in each application.  Students are tracked throughout the application process and follow-up is done especially if the desired outcome is not achieved in order to strategize for the next application cycle.  This is a work in progress in which improvements are constantly being made.  This year several faculty members joined forces with Traci Adams-Wilson by also contacting students to offer support.  This process will be expanded next year.

Current students are encouraged to meet with the Coordinator of Diversity Support Services several times during the academic year so assess progress.   Students know and appreciate the fact that they have support at IUSD. 

The school's Diversity Council has a primary focus on recruitment of minority students as well as faculty.  IUSD recruits and hires dentists from other countries to work as full-time or temporary dental assistants in the school.  Several of these employees have then become students. 
 
For staff, training continues to be offered to increase awareness of diversity as an issue in the work place.   Training has been offered during our conference as well as stand alone sessions.
 

**2) *International activities.* Over the past year, in what international projects and activities have your faculty, staff, and students engaged? What new efforts have been undertaken to internationalize the curriculum?**

### Binational/Cross Cultural Health Enhancement Center (BiCCHEC)

                In 2007 BiCCHEC was selected as an IUPUI Signature Center.  The proposal was initiated by Dr. E. Angeles Martinez-Mier.  Other IUSD faculty included Drs. Armando Soto, Gerardo Maupome and Karen Yoder.  BiCCHEC faculty include individuals from IUPUI Schools of Nursing, Medicine and SPEA, as well as the Governor's Senior Advisor for Hispanic Affairs. 

                BiCCHEC will foster multidisciplinary research collaborations, with a commitment to teaching and service, to address the biological, cultural, historical, legal, behavioral and demographic factors that impact the health status of communities where Latino families are born and where they live in Indiana.  The center will use approaches and develop research and programs that are culturally relevant, practical, just, and enriching. 

 

### Spanish for Dental Professionals

                 During the past year, *Spanish for Oral Health Professionals* has become one of   the most popular elective for fourth year dental students.  One-half of the fourth year dental students have chosen to enroll in the elective that Dr. E. Angeles Martinez-Mier and Dr. Ana Gossweiler initiated several years ago.  The growth in popularity is noteworthy and signifies not only successful teaching skills, but also a increase in interest among the student population.

### International Service-Learning (ISL)

                 During 2007 international service-learning expanded from two sites to four sites.  Since 2001 Mexico and Ecuador have been destinations for faculty-student service-learning. In 2007 two additional countries were added; Brazil and Guatemala. Twenty-one students and five faculty members participated in one-week to 10-day service-learning programs in the four countries. IUSD students and faculty members transported portable equipment to some sites, worked in already established clinics in other countries and gathered donations of supplies to enable providing a wide range of services. All participants engaged in comprehensive, broad preparation from October until their departure in March. 

### The IUSM-Moi University (Kenya) Partnership

**               ** Moi University opened a new dental school in November 2007 with fifteen students scheduled to begin classes in January 2008. Faculty from IUSD have been working toward being partners in establishing Moi University's School of Dentistry.  In 2004, Drs. Tim Carlson and Karen Yoder visited the Moi University Campus to assist in the planning process and assess the role that IUSD could play in the development of the new school.  Dean Goldblatt visited Eldoret in 2006 and provided expertise as an oral pathologist in addition to continuing with planning how IUSD can collaborate with Moi University.  He also participated in the formal opening of the dental school on November 7, 2007 in Eldoret. 

                 Drs. Lawrence Goldblatt, Timothy Carlson and Karen Yoder participate in the IU-Moi Advisory Committee and the IUPUI Moi Planning Committee. Dr. Mythily Srinivasin prepared a research grant proposal in cooperation with the IUSM-Moi

University Partnership and in particular the AMPATH program focusing on HIV/AIDS.  Dr. Srinivasin will travel to Moi in December or January to continue developing the proposal with Moi faculty members. It is expected that Moi University will be the future site for extensive service-learning and research allowing IUSD faculty and students to work with their counterparts in Kenya..

Faculty / Student

Our complement of Hispanic faculty has grown steadily, in addition to having several other Spanish-speaking faculty. We thereby have professors who are sensitive to the background and needs of many of our patients and both pre-doctoral and graduate students. Our Fall 2007 enrollment of international graduate students was 36 out of the total 123, with the comparable predoctoral student numbers being 45 international students out of the total 369.

 