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. Our vision encompasses the pursuit of excellence in all these programs guided by shared values and mission, and carried out in an environment of collaboration, mutual respect and continual growth and development of faculty staff and students. The educational programs will feature curricula that not only provide for the learning of specific information, but promote critical thinking, problem solving and responsibility for learning by the student. These curricula (including those for the dental, advanced dental and allied dental programs) will integrate the biological, clinical and behavioral sciences in such a way as to give clear relevance to them all. The professional imperative for life-long learning will be served by a visionary program in continuing education that focuses on providing world-class continuing education programs in subject areas of greatest demand in such a way as to be maximally user-friendly and time-efficient. The program will be centered in a state-of-the-art facility dedicated for this purpose that can provide top quality lecture, seminar, laboratory, simulation and hands-on clinical experiences. Our research activities will take the form of a coordinated, focused major research program, involving all faculty in various ways and led by the finest investigators and clinicians in the world. This program will maximize not only the strengths of the faculty, but those of the university and state as well. It will be of such quality and stature as to maintain us as highly valued members of both the academic and professional communities. Patient care in our institution will feature predoctoral clinical educational experiences in a truly integrated care general dentistry setting, supported by specialty programs as appropriate, and incorporating all aspects of contemporary dental practice, including a solid grounding in practice management and the practice of quality dentistry in a complex and changing practice environment. Service to the public will incorporate, in addition to the dental school clinics, programs in public education and direct public service locally, statewide and, when appropriate, nationally and internationally. Through this service the School of Dentistry will constitute an extremely important arm and manifestation of university citizenship, particularly in concert with our urban setting and mission. Moreover, this service will be completely integrated with our educational program in an organized and directed service-learning mode. All of our activity will be carefully monitored through a comprehensive, understandable and relevant program of institutional outcomes assessment leading to continuous improvement. It will also be carried out in a fiscally sound manner within the university concept of the School of Dentistry as a responsibility center. Finally, the entirety of this vision will be realized in the context of our Environment for Excellence; that is, an environment characterized by opportunity linked to accountability, resources linked to responsibility, professional development accompanied by expectation, guidelines linked to reward, expectation accompanied by appreciation, and seriousness coupled with collegiality. The motto guiding our work and vision at the School of Dentistry will continue to be: We Are Indiana, Always Striving for Simply the Best, and Never Taking It For Granted.

Goals and Objectives

1. Recruit quality applicants and prepare them to become highly competent, critically thinking, life-long learning, ethical, responsible practitioners of general dentistry, dental specialties and other post doctorial disciplines.

1. Select high quality students to matriculate into the dental education programs.

   Campus Planning Theme: Teaching and Learning
   Secondary Goals:
   Sub Unit: Dean for Student Affairs
   Time Frame: Ongoing

Actions taken for 2003-2004:
Evidence of Progress for 2003-2004:

a) For 2002-2003 the schools DDS program received 49 applications from under-represented minorities (19 African Americans, 30 Hispanics/Latinos). Seven were Indiana residents. Admission was extended to 4 African American applicants (3 from Indiana, 1 being male, accepted admission). Offers were made to 2 Hispanic female applicants who
were residents of Indiana. Both accepted. In addition, we have 3 African American females in our entering dental hygiene class 2 African American females and in the dental assisting class. This represents steady improvement over the past four years in attracting and maintaining particularly African American candidates to IUSD. Specifically in the class of 2003 there are 0 AA students; in each of the classes of 2004 and 2005 there is one AA student; in the class of 2006 there are 3 AA students. For 2003-04 the schools DDS program received 59 applications from underrepresented minorities (24 African Americans, 28 Hispanics/Latinos, 6 Native Americans) for the class 2007. Five were Indiana residents. Admission was extended to one Native American, 2 African Americans and 2 Hispanics/Latinos. One African American and one Native American matriculated. The Indiana chapter of the Hispanic Dental Association continues to be active. For 2004-05 the school’s DDS program received 34 applications from underrepresented minorities (10 African Americans, 19 Hispanics/Latinos, 5 Native Americans) for the class of 2008. Four Hispanics and five African Americans matriculated.

Activities planned for 2004-2005:

a) Continue making contacts at appropriate professional meetings; b) Expose students K-12 to the dental profession by attending career/professional fairs around Indianapolis; c) Continue to work with the Indiana dental community to aid in recruitment; d) Propose a summer program at IUSD that will expose URM undergraduate students to dentistry.

3. Produce graduates who are competent practitioners of general dentistry

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2003-2004:

a) Developed measurable competencies and assure that they are addressed in the curriculum. b) Insisted that faculty organize courses based on published objectives. c) Provided reviews and mock examinations for National Dental Board examinations. d) For 2002-03 added a competency on dental public health.

Evidence of Progress for 2003-2004:

a) (2004 data not yet available) A review of the competencies by the Curriculum Committee and course directors indicated that all of the 26 competencies are addresses in the curriculum and are measurable. b) Average National Dental Board scores: For 1999: Part I: IUSD = 84.4; Natl = 85.7 Part II: IUSD = 81.5; Natl = 82.2 For 2000: Part I: IUSD = 85.2; Natl = 86.0 Part II: IUSD = 82.1 Natl = 81.5 For 2001: Part I: IUSD = 86.4 Natl = 85.6 Part II: IUSD = 82.2 Natl = 82.5. For 2002: Part I: IUSD = 85.6 Natl = 85.4 Part II: IUSD 81.9 Natl = 82. For 2003: Part I: IUSD = 86.7 Natl = 85.1 Part II: IUSD = 82 Natl = 82.3. For 2004: Part I: IUSD = 83.8 Natl = 85.4. The first of the new curriculum dental classes to take Part I National Boards elevated our national ranking in this parameter one place; the second class elevated it 7 more places; the third class elevated it 21 more places. c) In 2000, 82 of 96 students graduated on time; 12 more graduate within 3 months later, 2 graduated 6 months later. In 2001: 74 of 88 graduate on time, 14 more by end of summer. In 2002: 92 of 99 graduated on time and the remaining 7 by January. For 2003: 88 of 95 graduated on time and 3 more by October and 4 more likely by December. d) Indiana State Dental Board examination 2000: 100% of current year IUSD grads who took the exam passed on either the June or September exam; 2001: 100% passed; 2002: 95% passed; 2003: 67% in June. (2004 data available in early 2005)
Activities planned for 2004-2005:

Attempt to raise National Dental Board scores by continuing to provide review sessions, posting sample National Board questions on course home pages and have students take mock National Board test every 6 months. For 2003-04, review all competencies at DDS year 2 clinic orientation sessions and update competencies in orthodontics.

4. Produce dental graduates who understand and practice ethics, social responsibility, and critical thinking
   Campus Planning Theme: Teaching and Learning
   Secondary Goals:
   Sub Unit: None
   Time Frame: Ongoing

Actions taken for 2003-2004:

a) Conducted problem-based learning (PBL) as part of the required curriculum to teach critical thinking skills and professional behavior. b) Provided ethical and professional issues for students to study in the PBL settings. c) Appointed a faculty person as the new Director of the Division of Community Dentistry. d) Converted PBL to 4 three credit hour courses.

Evidence of Progress for 2003-2004:

a) Over the past 6 years only one student has failed the course Introduction to Critical Thinking and Professional Behavior. b) No students have failed the PBL portion of the curriculum. c) As evidence of social responsibility, this year 50 students participated in the dental sealants program; 10 participated in the Special Olympics special smiles program; 12 students participated in the special dental services for Goodwill employees; 179 were members of the Amer Dent Student Assoc; 10 students joined the Amer Assoc for Dental Research; 22 students provided dental services in Mexico and Haiti. (2004 data available in early 2005) d) Students monitor their own professional behavior through the Student Professional Conduct Committee.

Activities planned for 2004-2005:

Increase promotion of outreach activities

5. Provide high quality educational programs
   Campus Planning Theme: Teaching and Learning
   Secondary Goals:
   Sub Unit: None
   Time Frame: Ongoing

Actions taken for 2003-2004:

a) Have students evaluate the program. b) Conduct exit interviews. c) Support and enhance effective teaching by providing faculty with development opportunities, computer training, administrative assistance, teaching awards. d) Develop and offer The New Dentist dental course. e) Conduct town hall meeting with students to hear their concerns. f) PBL component of the curriculum was changed from letter grade to pass/fail and the second year PBL sessions were shortened by one clock hour per session. g) Spring semester in year 1 and year 2 of the DDS curriculum was shortened...
Evidence of Progress for 2003-2004:

a) Seven of the nine faculty promoted in 2000 documented excellence in teaching and all three of the faculty promoted in 2001 documented excellence in teaching. For 2002 all four faculty that were promoted had teaching as a area of excellence. For 2003 5 of the 6 faculty promoted documented excellence in teaching b) 99% attendance of full-time faculty at the schools teaching conference involving faculty development. c) Student assessments that the school curriculum is meeting their goals (below are mean evaluation scores 4.0 point scale) For 1999: Year 1 DDS class 2.59 Year 2 DDS class 2.68 For 2000: Year 1 DDS class 2.53 Year 2 DDS class 2.70. For 2001: Year 1 DDS class - 2.72 Year 2 DDS class - 2.34. This type of evaluation was suspended in favor of formalized student task forces for assessment of the curriculum. d) In 1999, 90% of graduating seniors felt adequately prepared for their next career goal (area of least preparation was the business aspect of a private practice). e) In 2001 92% of graduating seniors felt adequately prepared for their next career goal (area most prepared = endodontics and infection control; area least prepared = orthodontics and pharmacology). f) In 2003, 94% of graduating seniors felt adequately prepared for their next career goal (area of least preparation was the practice administration, contemporary dental materials, pharmacology). (2004 data available in early 2005) g) The dental program was accredited at the highest level during the most recent accreditation process by the Commission on Dental Accreditation. h) Students concerns are addressed.

Activities planned for 2004-2005:

a) Continue to award the annual Indiana Dental Association Outstanding Teacher of the Year Award ($7,000) and the IUSD Alumni Association Distinguished Faculty in Teaching Award. Continue to select awardees of the TTAs. Continue to address recommendations from Student Task Forces on the curriculum.

6. Prepare graduate students to become outstanding practitioners of the dental specialties, other postdoctoral dental disciplines and the dental sciences

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2003-2004:

a) Monitor performance of students in didactic and clinical areas. b) Monitor performance of students on national specialty or other certifying examinations. c) Support and enhance effective teaching by providing faculty with development opportunities, computer training, administrative assistance, teaching awards.

Evidence of Progress for 2003-2004:

a) Each of our dental specialty programs was accredited at the highest level during the most recent accreditation process by the Commission on Dental Accreditation. b) The faculty is highly productive in scholarly activities (see Research Goal...
Activities planned for 2004-2005:

no recommendations.

2. Create graduates who demand and a program which provides the opportunity for career-long learning through continuing education

1. Provide quality continuing education programs that are state-of-the-art and of interest to licensed dental practitioners

   Campus Planning Theme: Campus Climate for Diversity

   Secondary Goals:
   Sub Unit: None
   Time Frame: Ongoing

Actions taken for 2003-2004:

a) Monitor registrations. b) Contract with presenters who offer state-of-the-art information. c) Announce CE opportunities at IUSD throughout the Midwest.

Evidence of Progress for 2003-2004:

a) Our schools new Center for Advanced Professional Studies (CAPS) opened. b) DDS Registrations: 1998-1999: 8% below previous year; 1999-2000: 11% above previous year; 2000-2001: 21% above previous year; 2001-2002: 16% increase. 2002-2003: 16% increase. b) DDS repeat registrations: 1998-1999: 9% above previous year; 1999-2000: 4% below previous year; 2000-2001: 44% above the previous year. 2002-2003: 70% repeat registrations. c) Dental student registrations: 1999-2000: 5.4% of attendees were current IUSD students. For 2000-2001: 4.3% were IUSD students. For 2001-2002: 1.8% were students. For 2002-2003: 2.6% were students. d) Students can enroll in CE courses free. e) IUSD alumni enrollment: 1999-2000: 60% of attendees were IUSD alumni. For 2000-2001: 69% were IUSD alumni. For 2002-2003: 70% were alumni. (2004 data available in early 2005)

Activities planned for 2004-2005:

Continue to offer more hands-on programs. Look for ways to reduce costs and increase income.

3. Increase the knowledge base in areas of oral health through research programs involving faculty and students

1. Increase the knowledge base in areas of oral health through research programs involving faculty and students

   Campus Planning Theme: Teaching and Learning

   Secondary Goals:
Actions taken for 2003-2004:

a) Provide school funds to faculty for post-doctoral researchers. b) Support and enhance effective research by providing faculty with development opportunities, computer training, administrative assistance, funds for basic research space and equipment. c) Maintain the schools office of research to assist faculty with grant submissions, identifying funding opportunities, managing grant budgets, ordering research supplies.

Evidence of Progress for 2003-2004:


Activities planned for 2004-2005:

Continue ongoing efforts.

2. Support student involvement in research

Campus Planning Theme: Research, Scholarship and Creative Activity

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2003-2004:

a) Provide funds to help dental students conduct research. b) Apply for federal research training grants. c) Encourage faculty to involve students in research. d) Organize annual IUSD Research Day where our students present research posters and compete for awards. e) Adjust curriculum time to allow for student research.

Evidence of Progress for 2003-2004:

Activities planned for 2004-2005:

Continue current activities

☐ 4. Maintain and enhance the school’s role as a vital and productive member of the scholarly community in the Indiana University Family

☐ 1. Encourage faculty to become scholarly leaders in the research community

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2003-2004:

a) Foster research collaborations with other IUPUI schools, other campuses, Indiana companies, other universities and out-of-state companies. b) Offer faculty development opportunities, computer training, administrative assistance, funds for basic research space and equipment.

Evidence of Progress for 2003-2004:


Activities planned for 2004-2005:

Continue current activities

☐ 5. Provide a broad spectrum of high quality patient services for reasonable fees as a principal means of furnishing clinical educational opportunities for students

☐ 1. Students become clinically competent and patients are satisfied with the care received

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2003-2004:

a) Developed means to measure clinical competency of our students. b) Survey patients for the presumed quality of care at entry into the system, during treatment and at exit.
Evidence of Progress for 2003-2004:

a) Demonstration of competency by the students: Graduating classes of 1999, 2000, 2001 and 2002 all passed competency exam. For 2003 95% passed initially. b) Nat Board Part II mean score for 1999: IUSD = 80.4, Nat = 81.2; For 2000: IUSD = 82.1, Nat = 81.5. For 2001: IUSD = 82.5, Nat = 82.2. For 2002: IUSD = 81.9, Nat = 82. For 2003: IUSD = 82, Nat = 82.3. (2004 data available early 2005) c) Patient complaints are discovered and addressed. The Quality Assurance Program identifies areas of needed improvement. For 2002 these areas were caries risk management, referrals, chart design, protocol for payment of medical services for patients with medical incidents at IUSD; larger counters at cashiers windows; protocol for patient entry into regular clinical care after emergency care.

Activities planned for 2004-2005:

a) Continue mock laboratory and clinical board exams. b) Continue to emphasize laboratory crown preparations. c) Try to streamline patient insurance preauthorization. d) Maintain overall quality assessment program. e) For 2003-2004 review expectations for all clinical competencies at DDS year 2 clinic orientation sessions.

2. Students develop professionalism and excellent skills in patient management, treatment planning and record keeping

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2003-2004:

a) Developed means to measure skills in preventive dentistry, referral, systemic health evaluation, alternative treatment plans and professionalism. b) Conduct patient chart audits.

Evidence of Progress for 2003-2004:


Activities planned for 2004-2005:

a) Increase number of chart audits per students as Comprehensive Care Clinic Course assessment mechanism. b) Continue peer and self evaluations of student professionalism.

3. Maintain reasonable clinic fees

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: Dean for Clinical Affairs
Time Frame: Ongoing
Action taken for 2003-2004:

Compare fees with fees in the community and with fee schedules of 3rd party.

Evidence of Progress for 2003-2004:

Fees are < 50% of private practice fees. Patient surveys show they are comfortable with IUSD fees.

Activities planned for 2004-2005:

Continue fee comparisons annually.

4. Student shows knowledge and practice of ethical behavior

Campus Planning Theme: Teaching and Learning

Secondary Goals:
Sub Unit: None
Time Frame: On going

Action taken for 2003-2004:

a) Problem Based Learning (PBL) and Group Learning Activity(GLA) cases presented contain ethical perspectives and include application of the American Dental Associations Code of Ethics. d) Ethics didactics provided in Patient Management Module of the Clinical Sciences course. e) Faculty evaluate the students using the Clinical Professionalism Conduct form. e) Conduct a White Coat ceremony to 1st year dental students emphasizing professionalism and ethics.

Evidence of Progress for 2003-2004:


Activities planned for 2004-2005:

Continue current efforts.

5. Students perform well in community and hospital rotations

Campus Planning Theme: Teaching and Learning

Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Action taken for 2003-2004:
Faculty evaluated student performance in community/hospital rotations.

Evidence of Progress for 2003-2004:

Attendance at these rotations has been 100% and all students received acceptable evaluations 1999, 2000, 2001, 2002, 2003. (2004 data available in early 2005)

Activities planned for 2004-2005:

Continue ongoing activities.

6. Maintain a clinical education system which simulates as closely as possible a contemporary, high quality practice of general dentistry, supported by the specialties as appropriate

1. Provide a private practice type setting in the school clinics
   
   **Campus Planning Theme:** Teaching and Learning
   
   **Secondary Goals:**
   
   **Sub Unit:** None
   
   **Time Frame:** Ongoing

Actions taken for 2003-2004:

a) Evaluate time management, student preparation, appointment scheduling and chart audits through evaluation in the Comprehensive Care Clinical Course. b) Institute a major new program in practice administration in association with one of the nation's leading dental practice management institutes. This will be part of a pilot project with two other dental schools, accompanied by long-term outcomes assessment.

Evidence of Progress for 2003-2004:


Activities planned for 2004-2005:

Continue current efforts. Continue and refine experiences at Cottage Corner Clinic for year 4 DDS students that include: private practice experience; scheduling appointments; working chairside with staff; staff management; office administration tasks; alternative treatment plans. Continue the practice administration course given by the Pride Institute.

7. Interact with the community by providing both school-based and outreach based service and health education programs

1. Encourage faculty to serve as a source of oral health information for Indiana communities, the dental profession and other health professionals in the state
   
   **Campus Planning Theme:** Civic Engagement
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2003-2004:

a) Encourage faculty to publish review articles in state journals and speak at dental study clubs, community groups and the Indiana Dental Association Annual Session. b) Encourage faculty to develop and present Continuing Education courses.

Evidence of Progress for 2003-2004:


Activities planned for 2004-2005:

Dean to reinforce these activities with department chairs.

☑ 2. Encourage faculty and students to become involved in service activities.

Campus Planning Theme: Civic Engagement

Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2003-2004:

Support and organize community service activities. These include: faculty and students providing patient care for underprivileged children and continuing education for dentists in Mexico and Haiti; faculty and students operating outpatient dental clinics in the Marion County area serving the local community and providing care to underserved populations; operating the Amish Community Dental Clinic in northern Indiana involving faculty and students; having faculty-supervised students provide pit and fissure sealants to children of domestic violence and homeless shelters in Marion County; initiated a Special Olympic/Special Smiles dental screening and education program at the State Games in Terra Haute, IN; faculty and students collaborated with Marion county Health Dept to provide oral screenings and referrals for more than 1,000 children from Indianapolis Summer Youth Camps; faculty-supervised students provided free dental care to adults who are developmentally disabled and working at Goodwill Industries (this was in conjunction with Indiana Donated Dental Services); dental students work with medical, nursing and public health students to provide substance abuse training in the Indianapolis Public School system.

Evidence of Progress for 2003-2004:

a) Over 50% of the faculty participate in community service through organizations or their private practice. b) Student participation, for 1999: 139 dental students participated in 11 organized service projects; for 2000: 135 students participated in 10 projects; for 2001: 121 students participated in 12 projects; for 2002: 61 students participated in 12
Activities planned for 2004-2005:

Continue current efforts.

Fiscal Health

*** Fiscal health report for 2004-05 is attached as PDF file. ***

Fiscal Health Report

The School of Dentistry has made significant strides toward improving our overall financial position and status. Over the last couple of years, we developed a Strategic Planning model that helped to identify opportunities for us to assess and implement action items toward improving our financial stability. We have focused on improving accountability in everything we do. We are taking opportunities to transfer and streamline some of our FT vacancies to PT resources. We have eliminated some external obligations and drawn some programs and activities back within our primary facility. Each of our Graduate Programs is under review, to identify their potential from both a fiscal and market needs analysis. We are continuing to streamline and standardize our clinical billing and collection efforts. In FY04, our clinical production improved 4.5% or $488k and our collections increased 13.8% or $940k over the prior year.

This major focus and effort towards fiscal accountability has helped to contribute to the significant progress we made in FY04 towards our Required Reserve. We increased our reserve by $505k in FY04 to an ending balance of $548k, or 66.3% of the requirement.

We plan to continue our focus on improving accountability and identifying opportunities for improved efficiencies. We have identified a critical need to migrate to one centralized and standardized clinical information system. We currently operate on five different systems throughout the school. We have selected a new system and plan to implement in the Spring of 2005.

Although the system will require an initial up front significant cost, we strongly believe that the system will provide significant benefits, some of which are; improved access to information that should improve reporting capabilities, provide enhanced research opportunities and outcome assessments, streamlined billing and collection efforts, operating efficiencies, increased security of our patient protected health information, the ability to implement a complete electronic patient record, and overall enhance our student/patient care educational value.

Through the implementation of these plans, we are confident that we can continue to improve the quality of our education and service while accomplishing our mission with a more focused vision and streamlined utilization of our resources.

Reallocation Plan

No reallocation funds were received last year.

Reallocation Plan

We would like to request $500,000 in reallocation funds to help the School of Dentistry pursue our major undertaking and evolution to a new centralized and standardized clinical information system. This new system will present unlimited opportunities and benefits supporting our fourfold mission including, but not limited to:

- Education - electronic patient records, increased student knowledge and utilization of technologies, enhanced practice management skills.
- Research - would enable clinical research data streamlining and increased research efficacy.
Research – rapid access to virtually unlimited patient data, streamlined research efforts.
Community Service – improved collaboration with community agencies.
Patient Care – improved customer service, immediate caregiver access to consolidated patient information, centralized scheduling, improved financial management.

This new system has become an industry leader among Dental School clinical management systems and it is critical to helping IUSD keep pace with many of our peers. We recognize the limitations of our current legacy systems and envision further potential advances as a result of this implementation.

Other Question(s)

How do you plan to maintain/increase quality in the face of diminishing resources? What processes do you have in place to do this, for example, how are faculty involved in decision-making?

We plan to maintain/increase quality in the face of diminishing resources by executing our strategic plan and by clearly knowing the exact status of our finances as the year progresses. We have made great strides in strategic planning and analysis of our financial condition. As a result we have identified areas that need to be addressed, and we now know more about our finances than ever before. Thus we can use our resources in a much more knowledgeable and meaningful way to accomplish our mission. Some of these efforts are outlined in the Executive Summary. Our faculty involvement in decision-making is being approached through enhanced communication from and among the schools administration. This includes periodic town hall meetings of the Dean and Associate Deans with the faculty and in separate meetings with the staff and with the students. Also the Dean meets monthly with the President of the schools faculty council and with each Department Chair. He also meets weekly with the all of the Associate Deans and CFO and with the Executive Associate Dean and CFO. The Dean, CFO and Executive Associate Dean also meet with the Faculty Budget Affairs Committee.

How do you cultivate a climate for diversity – how do you recruit, develop, and retain diverse students, faculty, and staff? How do you incorporate diversity in the curriculum, in research, in civic engagement?

Our diversity plan for students is spearheaded by our full time Director of Student Diversity Support. We will continue to recruit and matriculate qualified underrepresented minority students by participating in career days and other event at schools in the Indianapolis area which include the Lew Wallace Elementary school, Perry Meridian Middle school, Ben Davis High School and Arsenal Technical High School. Well continue our on-site program for Tech high school students by giving tours of the school and arranging question/answer sessions with faculty. Well continue our recruiting caravan trips with the Committee on Institutional Cooperation and will continue to work closely with the Indiana component of the National Dental Association (NDA) to recruit and retain minority students. Well also continue to have two representatives from the NDA sit on our admissions committee. Well continue to foster professional development and progress of women and minority faculty and staff. Well seek out women and minority applicants for open faculty and staff positions through contacts with the Indiana Hispanic Dental Association, the National Dental Association, the American Dental Association and our state dentists. Our problem-based learning curriculum in the first two year of dental school specifically emphasizes population issues (age race, gender, occupation) as a required domain for the student study/learning process.

Five years from now what proportion of your faculty do you expect to be in the following categories: tenure track faculty, clinical faculty, research faculty, lecturers, or other academic specialties (percentages should total 100%)?

2004
Tenure track faculty 62 (58%)
Clinical faculty (full-time) 35 (33%)
Research faculty 8 (8%)
Lecturers 1 (1%) 1
Total 100%
2009
Tenure track faculty 60 (58%)
Clinical faculty (full-time) 32 (31%)
Research faculty 10 (10%)
Lecturers 1 (1%)
Total 100%

Please prepare an EXECUTIVE SUMMARY of no more than one page summarizing your most significant accomplishments of the past year (including items from the period from July 1, 2003 to the present) and the major initiatives you plan to undertake in 2004-05.

Major accomplishments this past year are summarized as follows: 1) completed an 18-month strategic planning process; 2) brought all graduate and predoctoral clinic operations under the office of clinical affairs to help standardize procedures, enhance collections, better control dental chair utilization, enhance back-up patient appointments, better monitor compliance with school and outside policies; 3) started a financial and programmatic review of all post-graduate programs; 4) enrolled the highest number of students in our post-doctoral programs (MSD, PhD and certificate programs) since 2000; 5) reduced the need to rent space outside the dental school; 6) maintained maximum enrollment in the new part-time dental assisting training program; 7) increased African-American applicants and admissions to dental school; 8) participated in over 25 service-learning civic engagement programs; 9) instituted a computer-based system for better control of clinic supplies inventory and distribution.

Major initiatives planned for the coming year are: 1) institute one single financial system for all school clinics to increase the efficiency of patient scheduling, billing procedures, and documenting of patient care; 2) re-structuring our continuing education program with more involvement of the schools faculty and more hands-on technique courses; 3) increase volunteer faculty; 4) establish procedures to assure compliance with local and federal policies; 5) begin to prepare for accreditation in September 2006.