2007-2008 Dentistry

Mission

The missions 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. Specific goals to be achieved are as follows:

EDUCATION
A. Recruit quality applicants and prepare them to become highly competent, critically thinking, life-long learners, ethical and socially responsible practitioners of general dentistry, dental hygiene and dental assisting.
B. Recruit quality applicants and prepare them to become outstanding practitioners of the dental specialties and other relevant postdoctoral disciplines through the graduate dental programs.
C. Create graduates who demand and prepare a program which provides the opportunity for career-long learning through continuing education.

RESEARCH
D. Increase the knowledge base in all areas related to oral health through an extensive research program including both faculty and students.
E. Maintain and enhance the role of the School of Dentistry as a vital and productive member of the scholarly community in the Indiana University family.

PATIENT CARE
F. Provide a broad spectrum of high quality patient services for responsible fees as a principal means of enhancing clinical educational opportunities for students.

SERVING
G. To 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.

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

Goals and Objectives

1. Incorporation of digital radiography into the IU School Patient Electronic Health Record.

2. Integrate digital radiography into the preclinical curriculums and begin clinical utilization of digital radiography.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub-Goal: Time Frame:

Actions taken for 2007-2008:
The School of Dentistry purchased imaging, a digital image storage module that integrates with the current electronic health record. It has been installed and is in full operation during. Current third and fourth year students have been given didactic lectures on the utilization of digital radiography and will be utilized clinically whenever imaging patients in the predoctoral endodontic clinic. IU school currently has four clinics (Orthodontics, Predoctoral Endodontics, Graduate Endodontics, and Graduate Periodontics) utilizing capturing digital radiographs.

Evidence of Progress for 2009-2008:
In the summer of 2008, the School of Dentistry implemented digital radiography in two newly renovated clinics. Purchasing this new equipment gives us the opportunity to do hands on evaluations of the most recent digital technology. It also provides opportunities for student health education.

Activity planed for 2008-2009:
The digital Radiography Implementation Committee will continue to develop and refine the plans to incorporate digital radiography into the entire curriculum and plan for its implementation and purchasing the digital radiography school wide.

2. Renovate Predoctoral Endodontic Clinic and Graduate Periodontic Clinic.

Remodel the predoctoral endodontic and graduate periodontic clinics.
Campus Planning Theme: Best Practices
Secondary Goals:
Sub-Goal: Time Frame:

Actions taken for 2007-2008:
Working with the University Architect, plans were finalized. Funds were identified from alumni and school resources. Both projects were started in the summer session of 2008.

Evidence of Progress for 2007-2008:
Both renovation projects were completed by the end of August 2008. These projects yielded two state of the art dental clinics thoroughly needed by the school.

Activity planed for 2008-2009:
Completion of the renovations.

3. To reorder 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-Goal: Time Frame:

Actions taken for 2007-2008:
The project has turned out to be rather more complex than originally envisaged. Immediately it transpired that, despite all students paying a uniform rate fees, individual departments have, over many years, each negotiated a fee remission or student fellowship that effectively reimburses the student, albeit to a minor degree. Additionally, this was set in place prior to the appointment of the assistant CFO. As such;

Evidence for Progress for 2007-2008:
The Associate Dean for Graduate Education has had the first of what will be several meetings with Dr. James Johnson and continues a dialogue with the IU School CFO. Ms. Deborah Ferguson. Contact is being made with the peer institutions in other schools in order to acquire the information related to their program funding structure.

Activity planed for 2008-2009:
Having begun to understand the issues involved here, and the implications to departmental and the IU School budgets in structuring reform, it is proposed to take several steps to first fully understand all facets of this problem. Among these will be acquiring information as to how best other schools, especially state schools, in neighboring states, deal with this inflationary trend in fees to effectively impact student recruitment.

4. Students will accept active roles as partners in improving the academic and social climate of IU School and therefore accept full time ownership of school education.

• Students elect active and responsible leaders who will work diligently on behalf of their constituents and IU School • Students learn how to express their concerns openly, honestly, and professionally and learn the art of constructive criticisms. • Students graduate from IU School with a commitment to the school because although their willingness to participate as active partners, they left the school in better condition for those students who will follow them.
Campus Planning Theme: Civic Engagement
Secondary Goals:
Sub-Unit:
Time Frame:

Actions taken for 2007-2008:
• 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 fielded questions, listened to concerns, entertained 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 symposium.
• Leaders of IUSD student organizations were encouraged to register with IUPUI.
• Leaders of IUSD organizations were encouraged to submit proposals to the Council of Student Organizations.

Evidence of Progress for 2007-2008:
• Student participation continued the shift from cynical and critical complaints to professional and constructive criticism, and they frequently challenged complaints by students, faculty, and administrators.
• Student activism diminished the simmering of a crosswalk and a sidewalk at a dangerous crossing between IUSD and the parking lot.
• Student leaders played a significant role in the Strategic Plan and the CCC
c
• Eight IUSD student organizations registered with IUPUI.

Activities planned for 2008-2009:
• Developing privileges such as an honors clinic for students who complete competencies well before graduation.
• Register school organizations with IUPUI and submitting proposals via the newly configured Council of Student Organizations for student activity fees money.
• Discussing possible updates in clinical education such as including instruction on implants.
• Contributing to plans for a new facility.
• Work with the Administration on issues of space for the next academic year.

5. IUSD will make a more active role in recruiting and supporting of diverse student body.

6. To connect with and identify as many underrepresented minority students in the state of Indiana and introduce them to dentistry as a potential career.

Campus Planning Themes: Campus Climate for Diversity
Secondary Goals:
Sub-Unit:
Time Frame:

Actions taken for 2007-2008:
• The Coordinator for Diversity Support Services is actively involved in participating in recruitment/education fairs not only on the IUPUI campus but also in Indianapolis and the Gary area.
• The Indio League of 2008 DII Indianapolis Dental Summer Institute was launched under the leadership of the Coordinator of the Diversity Support Services and the sponsorship of MCI AHEC (Metropolitan Indianapolis Central Area Health Education Center).
• Participation in the Urban Pre Dental Club continues to grow.

Evidence of Progress for 2007-2008:
• Urban Pre Dental Club has increased by 30-50 members since Dental Day 2008.

Activities planned for 2008-2009:
• In 2009 there will be one week of Dental Summer Institute offered for high school students but the college session will increase to two weeks.
• Plans are underway to develop a 4 week pre dental summer camp experience at IU Northwest, where the Coordinator of Diversity Support Services works with the chair of the IUPUI Chemistry Department, the Gary School Corporation and the Northwest AHEC director to develop a plan.

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

7. Increase the number of submitted/funded scientifically meritorious federal (e.g. NIB/NSF) grants by 50%.

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

Actions taken for 2007-2008:
• Recruited three junior faculty with research as their main focus.
• Identified the research capabilities of the Oral Health Research Institute to accommodate increased demands by industry.
• Fulfilled the process and funding of start-up accounts for new research faculty.
• Supported two new faculty startup accounts.
• Provided funding for research supplies and travel support for 2-350 candidates.
• Provided funding for new proposals for 19-140 candidates.

Evidence of Progress for 2007-2008:
• 07-08 was a record year for research income with over 1 million dollars obtained in indirect cost recovery.
• Both our Signature Centers have been very active applying for and receiving external funding.
• 07-08 was a record year for UIUC, DRSP, MURH, University of Central Florida award, and leadership in the Department of Research, Commitment to Excellence in Dental Research program.

Activities planned for 2008-2009:
• Develop a compensation plan to incentivize and reward faculty for successful grant applications.
1. Increase collaborations with other schools on the IUPUI campus and other Indiana research institutions.

2. Creating a new course for student researchers titled "Research Methodology." This course will include information related to ethics, human research, bioethics research, and research on risk regulations.

3. Promote transdisciplinary research through cross-disciplinary interactions between medicine, engineering research, and other scientific and medical institutions and opportunities for early career faculty at IUPUI.

4. 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 program.

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goal:
Sub Goal:
Time Frame:

Actions taken for 2017-2018:
- Submitted highly competitive NIH pre-doctoral training position for one of our doctoral students, includes funding for stipends, fringe benefits, etc.
- Obtained the expanded the Office of Research Division of Clinical Trials to provide scleral support for protocol development, IRR submissions and regulatory compliance oversight for research faculty and students.
- Reorganized and upgraded equipment in the Research Facility to facilitate the inclusion of non-IUSD research faculty projects.

Editions of Progress for 2017-2018:
- Awarded NIH pre-doctoral training position for one of our doctoral students, includes funding for stipends, fringe benefits, etc.
- Expanded the US Office of Research to include a Division of Clinical Trials to further support faculty engaged in clinical research by providing support for protocol development, IRR submissions and regulatory compliance oversight.
- Increased the census of the Research Facility by providing access to research faculty and students from other schools on the IUPUI campus.

Activities planned for 2018-2019:
- Actively pursue opportunities to engage resources and training opportunities provided by the Indiana Clinical and Translational Science Institute (CTSI).
- Utilize the CTSI resources and strengthen our collaborations with other schools on the IUPUI campus, Purdue University and other Indiana research institutions.

5. Enhance Task Force with broad representation (students, staff and faculty) to identify areas of highest need for attention at the school.

1. Develop implementation strategies, task list, performance indicators, responsible persons and target completion dates.
2. Present to IUSD for feedback, ask for responsible persons, follow up on progress and provide feedback loop to school.
3. Revisit in 1 to 2 years for effectiveness of program and desire to repeat.

Campus Planning Theme: Best Practices
Secondary Goal:
Sub Goal:
Time Frame:

Actions taken for 2017-2018:
- Task force was convened, 3 goals identified, strategies and performance indicators drafted.
- Presented to school and finalized.
- Strategies implemented for the 3 goals (Communications, Curriculum and Facilities).

Editions of Progress for 2017-2018:
- Development of implementation plan and performance indicators.

Activities planned for 2018-2019:
- Continue with task list and feedback information.

6. Doctor of Dental Surgery Curriculum Revision

To evaluate, restructure and modernize the DDS Curriculum
Campus Planning Theme: Teaching and Learning
Secondary Goal:
Sub Goal:
Time Frame:

Actions taken for 2017-2018:
- A Coordinating Committee for Curriculum Renewal (CCR) was formed that created an action plan for the process.

Editions of Progress for 2017-2018:
- A new document reflecting the current understanding of the competencies for a graduate of the DDS program was created.

Activities planned for 2018-2019:
- Significant progress has been made on this activity through active involvement and in-depth evaluation of our existing curriculum and addressing the current self-defined competencies our students are expected to master.

Editions of Progress for 2018-2019:
- Development of implementation plan for Curriculum Renewal.

Fiscal Health

The IU School of Dentistry achieved another successful year in FY18, contributing an additional $245k to our General Fund Balance Reserve. Our Reserve is now at $2.6M, which is $1.6M above the $1.0M reserved for FY18. Our new course will be taught in FY19 in order to increase the revenue for the next fiscal year. In FY19, we have experienced an increase in Tuition Rates of 5.9% to 7.9% for Res. Non-Acu., respectively. We have also experienced an increase in ClinicalRevenues of 5% in Clinical Inpatient Revenues and 4% in Clinical Outpatient Revenues. This increase is due to a renegotiated contract with Wishard, and the remainder of the increase is due to an increase in Clinical Inpatient Revenue. Our clinical support services have also experienced an increase in Clinical Revenues of 3.3% and 6.5% in Clinical Outpatient Revenues. These increases allowed us to support major clinical research projects that were recently completed. The Clinical Periodontic clinic and our Outpatient Endodontic clinic are now open to the public, providing the students and patients with up-to-date equipment and a comfortable modern facilities.

The budget for all other non-General Fund revenues increased $95k in FY18, $107k in FY19, and $125k in FY20 to cover the overall cost of living adjustments. In FY19, we have experienced an increase in Clinical Revenues of 5% in Clinical Inpatient Revenues and 4% in Clinical Outpatient Revenues. This increase is due to a renegotiated contract with Wishard, and the remainder of the increase is due to an increase in Clinical Inpatient Revenues. Our clinical support services have also experienced an increase in Clinical Revenues of 3.3% and 6.5% in Clinical Outpatient Revenues. These increases allowed us to support major clinical research projects that were recently completed. The Clinical Periodontic clinic and our Outpatient Endodontic clinic are now open to the public, providing the students and patients with up-to-date equipment and a comfortable modern facilities.

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Other Question(s)

1. What are you doing to increase...
   a. the number of undergraduate degrees you grant?
   b. the number of graduates who enter into a major field of study?
   c. the number of first-time freshmen students who complete a degree in four years?
   d. the percentage of majors completing coursework successfully?
   e. your research funding?

a. (c) - Undergraduate Degrees. Only undergraduate degrees we offer are the AS and BIS in dental hygiene. We do not offer... and professional problems while they are still small and manageable.

b. Research Funding. The dental school has continued to devote substantial effort toward the growth of our research enterprise. During the 2007-08 fiscal year we recruited three junior faculty with research as their main focus. We provided $109,000 in matching funds for two Signature Centers, which have been highly productive and successfully pursuing extramural funding. In response to increased demands by industry, we greatly expanded the research capabilities of the Oral Health Research Institute by hiring additional staff and upgrading our research equipment. We also reorganized and upgraded equipment in the IUSD Research Facility to expand our ability to support a wide range of research involving animals and to facilitate the inclusion of non-IUSD research facility junior faculty. To enhance our ability to attract and retain faculty, we provided funds to the faculty researchers, we organized the funding of start-up accounts for new research faculty and funded start-up packages for new faculty. We expanded the IUSD Office of Research to include a Division of Clinical Trial Management to provide school-wide support for protocol development, IRB submissions and regulatory compliance oversight for research faculty and students. Using our IUSD income we provided funding for three Postdoctoral Research Fellows on a competitive basis, research stipends and the support for 14 MS candidates, and 14 dental student research stipends, supplies, travel and technical support. We are continuously moving to increase interdisciplinary research collaborations with IUSD and IUSD faculty, especially those of the University of Medicine, IUSD School of Science and School of Engineering Technology. As we finalize plans, we... recently awarded a CTSA predoctoral training position for one of our doctoral students.

c. (b) If you had to implement a budget reduction of 8.4% as that would be your target priorities and to what strategies would you employ to achieve the maximum of maintaining critical operations and investing in your future? Please describe how faculty will be involved in the decision-making process.

Budget Reduction

On a base of 33.7M (US dollars), a 8.4% cut would equate to approximately 1.5M - 1.7M. From compensation accounts for up to 26M or 78% of our base, this would seem to provide the greatest single opportunity to manage a reduction within the IUSD category. For example, 1-1.5M equals 5% or 1.7M equals 6% or reduction in compensation. We prefer to consider this within the category include: 1. A reduction in office salary freeze, 2. Freeze on new hires, 3. Explore opportunities to merge or possibly eliminate some job responsibilities.

Other base categories we could freeze or limit include: University Capital Reserve - 300K; 2) ICSR Transfer - 49K; 3) Travel - 14K; 4) University equipment supplies - 50K; 5) Administrative support - 192K.

Since the demand is still up across the board, there is little impact on other important issues and we must be very careful in making decisions to affect the number of non-essential personnel in our program.

We also have room to improve our collections on patient cases by requiring payment upfront before any procedures, and bring interest to our facilities allowing sufficient cash flow. We could still offer insurance on behalf of the patient to reduce the difference directly from the insurance company to the patient. This, however, could have an impact on the ability to maintain healthy collections. On the other hand, improving the number of patients that the pay less than two of them and bring the attendances in students.

Finally, we already have plans to expand and professional out-of-pocket investments for our clinical services. We currently meet with our IUSD Faculty Council Budge Council to discuss the budget cuts twice a year. Many of the initiatives to fund the initiative funding is required.

5. Please describe current commitments or plans that require multiple year funding, including the amount of funding required and the length of time the initiative’s funding is required.

New Dental School Facility

IUSD is currently in the final stages of developing a conceptual plan for a completely new dental school facility. We anticipate having the completed plans and estimated cost for that facility by mid-March. We anticipate paying for at least 95% of that facility with private donations and requesting permission for EU to sell educational bonds for the remainder, with both development and operational plans to enter the bond debt long term (20 or 30 years). The IUSD Master Planers have been kept closely informed and involved in our developing conceptual plans and we look forward to seeing the final plans they will present to the IUSD Board of Trustees at their February Board meeting.

6. How do you intend to use your reserves over the next four years? Please provide the information by fiscal year.

Intended Use of Reserves

We currently have a reserve balance of $25,931,836.71 of which $2,309,041.06 is required. We do not need to use the reserve to cover the current year’s appropriation reductions (our share is $5,000) for 2009-10, since we should be able to cover this by managing within current year operations. Long-term we do not believe it is prudent to plan for a reserve for permanent reductions that may occur in future state appropriation; we would need to identify permanent base reductions or income increases to offset these reserves.

According to the latest Planned Uses of Funds, our submission as of the end of FY08, we listed the following major projects by FY:

FY09
- Core Beam CT - $167K
- Security Camera - $152K

Digital Radiography - $95K

We are able to do each of these within the current year.

FY10
- Renovate SISR Dental Laboratory - 4.5M
- Additional Digital Radiography - 65K
- Replace slides: Chair/Equipment - 40K

Other issues to be determined: Oral Health Research Facility/ New Building

While this does not relate directly to the base budget for the 2009-10 biennium, IUSD is currently in the final stages of developing a conceptual plan for a completely new dental school facility. We anticipate having the completed plans and estimated cost for that facility by mid-March. We anticipate paying for at least 50% of the facility with private donations and requesting permission for EU to sell educational bonds for the remainder, with both development and operational plans to enter the bond debt long terms. The IUSD Master Planers have been kept closely informed and involved in our developing conceptual plans and we look forward to seeing the final plans they will present to the IUSD Board of Trustees at their February Board meeting.

7. What are the current numbers and percentages of tenures track faculty, clinical faculty, and lecturers in your school? Please describe your plans for allocating new faculty positions as to influence the number and percentage in each category.

Faculty Numbers and Categories

Full Time Faculty: 99

Part Time Faculty: 99

Tenure-Track Faculty: 31

Clinical Faculty: 31

Lecturer: 31

As we intend to maintain the number of full-time tenured/track faculty by careful recruitment, selection and assignment of new faculty, each time a faculty opening arises, the faculty. While a significant percentage of clinical faculty will always be necessary to staff a school of dentistry, we would prefer to keep the percentage at less than 40%.

8. How do you define success in diversity efforts in your role (e.g., members of faculty, staff, students recruited and retained, grants received for special studies, new teaching methods or courses, placement of graduates, program replication)? What are you doing to improve your R00?

Return on Investment for Diversity Efforts

IUSD defines return of investment on our diversity efforts in several ways, depending on the role of the faculty. First we expect annual increases in the number of African American and Latino applicants to our academic programs, faculty positions, and staff openings. We expect similar increases both in the number of these applicants we interview and the number to which we extend offers of admission or employment. However, the number of African American and Latino applicants who actually accept these offers represents the most significant return of investment.

Other ways we define return of investment for diversity efforts include:

- Retention and advancement of employees,
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Training grants received that focus on development of African American and Latino faculty and students;

- Grants received that focus on access to oral health care or oral health problems particularly relevant to rural, urban, or minority populations.

- Grants received that focus on diversity and inclusivity.

Maintaining opportunities for our students to meet and treat a diverse pool of patients both in USD clinics as well as in schools, community centers, public health clinics in Maricopa County, throughout the state, and around the world.

Over the past two years, USD has taken leading role in collaborating with Indianapolis Public Schools, especially Chiappas Attucks Medical Magnet School dental; USD faculty, staff, and students interact with IPS students during formal monthly meetings; USD faculty, staff, and students also participate with members of the Urban Pro Dental Club and an Explorer Post, organizations composed of high school students and undergraduates interested in careers in dentistry; This year, USD staff have initiated efforts to form similar organizations in Gary and rural southern Indiana. We would like to establish a stronger collaboration with Indiana University School of Medicine that would allow successful rural and urban IPS applicants to enter the IUSSM MMDM program.