Mission

Indiana University School of Dentistry Mission Statement

The mission of the Indiana University School of Dentistry (IUSD) is to advance the oral health and general overall health of the people of the State of Indiana and others worldwide through excellence in teaching and learning, research and creative activities, patient care, civic engagement and service.

Goals for Implementing IUSD’s Mission

TEACHING AND LEARNING

- Attract and support a well prepared and diverse student population for the dental assisting, dental hygiene, pre-doctoral dental, and postdoctoral graduate specialty and research programs.

- Enhance student learning and develop graduates who are highly competent critical thinkers and lifelong learners who are ethical, socially responsible, and culturally sensitive professionals of general dentistry, the dental specialties, other relevant postdoctoral disciplines, dental hygiene, and dental assisting.

- Attract quality faculty and provide support to enhance effective teaching and learning in clinical, laboratory, classroom, and service-learning settings.

- Maintain a successful continuing education program to support the opportunity for career-long learning for the responsible dental professional.

RESEARCH AND CREATIVE ACTIVITIES

- Conduct world-class research, scholarship, and creative activities to increase the knowledge base in all areas related to oral health and general overall health through an extensive, innovative research program that attracts external funding and engages faculty, students, and staff.

- Facilitate the translation of new findings to improve oral health and general overall health of the people of the State of Indiana and beyond.

- Maintain and enhance the role of the School of Dentistry as a vital and productive member of the scholarly community of the Indiana University family by encouraging local, national, and international partnerships and collaborations.

PATIENT CARE

- Offer diverse clinical educational opportunities for the students by providing a comprehensive broad spectrum of quality oral health services, education, and dental care.

- Maintain a clinical education system that simulates a high quality practice of general dentistry supported by the oral health specialties.
CIVIC ENGAGEMENT AND SERVICE

- Serve local, state, national, and international communities through partnerships involving clinical care, service-learning, and community engaged scholarship in addition to serving the university and the profession.

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:

Actions taken for 2008-2009:

The School of Dentistry purchased Emago, a digital image storage module that integrates with the current electronic health record. It has been installed and is in full operation. Current third and fourth year students have been given didactic lectures on the utilization of digital radiography and will be able to utilize it clinically when treating patients in the predoctoral endodontic clinic. IUSD currently has four clinics (Orthodontics, Predoctoral Endodontics, Graduate Endodontics, and Graduate Periodontics) utilizing capturing digital radiographs.

Evidence of Progress for 2008-2009:

During the past year, the School of Dentistry has purchased digital panographic radiology units and a 3D Cone Beam imaging system. By purchasing this new equipment the School is now using digital radiography for most extra oral images. The Digital Radiology Implementation Committee has invited most of the major vendors to present their products and is currently evaluating the sensors for intraoral images.

Activities planned for 2009-2010:

The Digital Radiology Implementation Committee will continue to develop and refine the plan to integrate digital radiography into the entire curriculum and plan for phasing in and purchasing the hardware necessary for digital radiography school wide.

2. Renovate clinic space and equipment.

Replace outdated equipment and renovate older clinical spaces.

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

Actions taken for 2008-2009:

Prioritizing replacement of equipment that is not serviceable and may have no replacement parts.
Evidence of Progress for 2008-2009:

Funds have been identified for replacement of 20 plus year old dental chairs in the Graduate Endodontic Clinic.

Activities planned for 2009-2010:

Purchase and replacement of Graduate Endodontic dental chairs.

Evaluate all other clinics to determine needs.

☐ 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:

Actions taken for 2008-2009:

This project has turned out to be rather more complex than originally envisaged. Immediately it transpired that, despite all students paying a uniform flat rate fee, individual departments have, over many years, each negotiated a fee remission or student fellowship that effectively reimburses the student, albeit to a minor degree. All this was set in place prior to the appointment of the incumbent CFO.

Evidence of Progress for 2008-2009:

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 IUSD CFO, Ms. Deborah Ferguson. Contact is being made with the peer individuals in other schools in order to acquire the information related to their program funding structure. Unfortunately, not enough progress has been made as of yet, but this goal remains a high priority.

Activities planned for 2009-2010:

Having begun to understand the issues involved here, and the implications to departmental and the IUSD budgets of instigating reform, it is proposed to take several steps to first fully understand all facets of this problem. Among these will be accruing information as to how other schools, especially state schools, in neighboring states, deal with this inflationary trend in fees that inevitably impacts student recruitment.

☐ 4. Students will accept an active role as partners in improving the academic and social climate of IUSD and therefore accept lifetime ownership of dental education.

☑ â€œ Students elect active and responsible leaders who will work diligently on behalf of their constituents and IUSD. â€œ
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:** Civic Engagement

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2008-2009:**

- 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.
- 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 2008-2009:**

- Students actively participated in search & screen committees for the new school dean and for the diversity officer. Their role in the diversity officer search & screen was especially profound.
- Student participation in SAC/Dean’s Town Hall meetings rarely engendered cynical or chronic complaining as the students provide professional and constructive criticism, and they frequently complimented staff, faculty, and administrators.
- Students helped the Administration resolve chronic equipment and lighting problems in SB05, and they initiated a new protocol for calling housekeeping to clean up sick patients’ without embarrassing the patient.
- Student participation in school organizations reached an impressive level: ASDA ™ 253, Delta Sigma Delta ™ 97, AGD - 40, CDA - 45, MSA ™ 22, AAPD - 100, AADR ™ 34
- Nine IUSD student organizations registered with IUPUI.
- The SAC president submitted a successful grant for campus student activity monies, earning an award of $10,000 for the IUSD International Service Learning Experience program.
- Student leaders participated in organized dentistry on the state, regional, and national levels.

**Activities planned for 2009-2010:**

- Working with the Administration to address issues caused by large number of third and fourth year students in the clinics
- Helping to identify short-term solutions for problems resulting from small number of oral surgery faculty
- Register more school organizations with IUPUI and submitting more proposals for student activity fee monies
5. IUSD continues to take an active role in recruiting and supporting of diverse student body.

To introduce academically motivated and intellectually talented underrepresented minority students in the state of Indiana to dentistry as a potential career and to stay in communication with them as they progress through high school and college.

**Campus Planning Theme:** Campus Climate for Diversity

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2008-2009:

- In Indianapolis, IUSD held a one-week Dental Summer Institute for high school students and a two-week program for pre-dental college students.
- At IU Northwest, IUSD coordinated with the IUN chemistry department, the Gary School Corporation and the Northwest AHEC director to hold a one-week Dental Summer Institute for high school students.
- The Coordinator for Diversity Support Services actively participates in recruitment/educational fairs not only on the IUPUI campus, but in Indianapolis and the Gary area.
- The partnership between IUSD and Crispus Attucks Medical Magnet High School continues to grow as the Coordinator of Diversity Support Services works with the 9th grade and 10th grade dental cohorts to encourage and foster their interest in dentistry.

Evidence of Progress for 2008-2009:

- The IUSD Administration decided to create a dean-level diversity officer position,
- The Admissions Committee extended offers of admission to nine applicants who were American Indian, Black, or Latino.
  
  ![if isupportlists]--o ![if isupportlists]--o Four Blacks and two Latinos matriculated
- From July 2008 to June 2009 the Coordinator of Diversity Support Services:
  
  ![if isupportlists]--o ![if isupportlists]--o attended twenty professional/career fairs
  
  ![if isupportlists]--o ![if isupportlists]--o met with 70 prospective dental students in her office
  
  ![if isupportlists]--o ![if isupportlists]--o traveled to Gary, Indiana eight times
  
  ![if isupportlists]--o ![if isupportlists]--o hosted school groups in house 8 times

Activities planned for 2009-2010:

- Hire an Associate Dean for Diversity, Equity and Inclusion
- Hold an ADEA sponsored workshop on the best practices for enhancing student diversity
- Develop and maintain an accurate system to communicate with all American Indian, Black, and Latino pre-dental students
- Continue to improve the Dental Summer Institutes
- Track progress of pre-dental students at Crispus Attucks Medical Magnet High School
- Improve upon last year’s accomplishments of admitting a diverse entering class.

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

- Increase the number of submitted/funded scientifically meritorious federal grants by 50%
Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

- Expanded the research capabilities of the Oral Health Research Institute to accommodate increased demands by industry.
- Continued the work on funding start-up accounts for new research faculty
- Funded postdoctoral research fellows, as well as masters and PhD candidates
- Provided funding for research stipends, supplies, travel and biostatistical support

Evidence of Progress for 2008-2009:

Activities planned for 2009-2010:

- Develop a compensation plan to motivate and reward faculty for successful grant applications
- Increase collaborations with other schools on the IUPUI campus and other Indiana research institutions

8. Convene 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. Reevaluate in 1 to 2 years for effectiveness of program and desire to repeat.

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

Actions taken for 2008-2009:

- Strategies implemented for the 3 goals (Communications, Curriculum and Facilities)

Evidence of Progress for 2008-2009:

- Initiation and/or completion of various tasks in the table has occurred

Activities planned for 2009-2010:

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9. Doctor of Dental Surgery Curriculum Revision

To evaluate, restructure and modernize the DDS Curriculum

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

Actions taken for 2008-2009:

Adoption of the working document "Attributes of an IUSD Graduate" for use in curriculum renewal.

Planning and completion of a didactic pilot course based on teams of students with members from each of the four years of the pre-doctoral curriculum.

Evidence of Progress for 2008-2009:

As a significant part of the Annual Fall IUSD Teaching Conference, a review of the progress to date was including. This involved spending time reviewing a new concept piloted this past summer involving "Vertical Teams" of 1st, 2nd, 3rd and 4th year students reviewing and presenting individual cases. Faculty from 2 other schools in the US who utilize this concept came to the conference and reviewed their success and problems with this concept.

Activities planned for 2009-2010:

A two-day retreat with the Coordinating Committee on Curriculum Reform (CCCR), the Curriculum and Assessment Committee (CAC), the Department Chairs/Division Directors, and other interested faculty to identify the structural changes that will be required to achieve curriculum renewal.

Course revisions requested for 2011.

Fiscal Health

Reallocation Plan

Other Question(s)

1) How are you dealing with the projected base budget reductions for 2009-10 and 2010-11?

- How will the projected base reductions affect your ability to deliver your current level of services to students and faculty? Will some planned initiatives related to teaching and learning, research and scholarship, and civic engagement have to be delayed or terminated?
- If your unit experienced enrollment increases during the Summer II and/or fall terms, how have you used the additional revenue?

Bullets 1 and 2: We were able to establish the anticipated base budget reduction by not reallocating tuition increase dollars. This was done at the cost of no salary increases to all employees. We have a number of vacant FT Faculty positions,
that are either being temporarily covered by PT assignments or are currently advertised if identified as a critical need. We will continue to strategically manage our resources and priorities to focus on student and patient resource needs as we further advance our academic environment, that includes pre-clinical, clinical, and research infrastructure needs.

Bullet 3: Our enrollment levels remain consistent and the majority of our FT students are assessed at a flat rate per semester, and not on a per credit hour basis.

2) To achieve the campus goal of doubling the numbers of undergraduate students completing baccalaureate degrees, and to increase the number graduating in four years, what changes have you implemented or planned to implement in course scheduling, curriculum, student support etc.?

Not applicable to the school of dentistry.

3) Do you currently have

- school-based space and
- centrally-scheduled space

...to support an increase in credit hours without a significant investment? Are you investigating methods to use space more effectively

a. on Fridays and weekends?

b. with online/hybrid/distance education course offerings?

c. by developing larger classrooms?

No, we do not have physical space to accommodate an increase in credit hours. We currently use rooms in other campus buildings to help with our current course schedules. We have introduced a dental assisting distance learning program that meets for classes on Saturdays during the semesters, but the standard programs, Dental Assisting, Dental Hygiene, Dental Hygiene Bachelor Program, Doctorate of Dental Surgery, and several graduate programs hold classes Monday through Friday. We do have a continuing education program that uses the lecture halls and labs on weeknights and weekends periodically.

4) What are your priorities for student technology support, and what progress has been made as you have worked with UITS staff this year to implement your technology plans?

a. S116 & S117 Audio visual upgrades (Completed):
New instructor stations; Upgraded outdated components; Increased number of available microphones per room

b. New printers for the student computer lab (Completed):
2 duplexing printers (One for in the computer lab and one in the main library for when the computer lab is occupied for a class)

c. Podcasting (In-process):
Working on improvements, we currently utilize Snapkast and it does not provide chaptering. We will be trying Procast for Windows starting next semester to see if this meets the needs of both faculty and students. UITS is currently running a pilot program for podcast and are just moving into Phase 2 of the program. Their solution does not offer chaptering and still does not address the issue of back to back lectures such as what we have scheduled in our lecture halls. They still have another Phase of the program that is slotted to begin in Fall of 2010.

d. Upgrading of Wireless Access Points (Completed):
This upgrade was completed earlier in 2009. Working in conjunction with UITS, they replaced all the outdated hardware.

e. $205 renovation (in process)- This is installation of a state of the art preclinical simulation laboratory. The renovation project is just beginning and interaction with UITS to design the AV portion of the lab is critical. This will bring all aspects of audio/visual components up to date.

f. Installation of hardware and software to enable the use of digital radiography in the clinics.