2009-2010 Dentistry

Section  
Fiscal Health  
Fiscal Health  
Reallocation Plan

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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.

Incorporation of digital radiography into the IUSD patient electronic health record.

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

Actions taken for 2009-2010:

The School of Dentistry has purchased two more digital panoramic radiography units and is now predominately using digital radiography for extra oral images. Digital radiography has been integrated into the IUDS predoctoral curriculum.

Evidence of Progress for 2009-2010:

The Digital Radiology Implementation Committee has evaluated the currently available hardware for intra oral imaging and is preparing recommendations for implementation by clinic area and associated cost.

Activities planned for 2010-2011:

The recommendations from the Digital Radiology Implementation Committee will be presented to the IUSD Capital request committee for evaluation and funding. Once approved and funded, hopefully intraoral digital imaging will be fully integrated by the summer of 2011.

2. Renovate clinic space and equipment.

Renovate Clinic Space and Equipment.

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

Actions taken for 2009-2010:

Prioritize and identify funding for the dental chairs in the Graduate Endodontic Clinic.

Evidence of Progress for 2009-2010:
The new state of the art dental chairs have been installed in the Graduate Endodontic clinic.

Activities planned for 2010-2011:

Evaluate the replacement of dental chairs and renovation of cabinetry in the comprehensive care clinics (97 units).

3. 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:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2009-2010:

Continue the funding start-up accounts for new research faculty.

Funded postdoctoral research fellows, as well as masters and PhD candidates.

Provided funding for student research stipends, supplies, travel and biostatistical support.

Evidence of Progress for 2009-2010:

Increased number of funded collaborations with other schools on the IUPUI campus and other Indiana research institutions from six in 2008-2009 to nine in 2009-2010.

Activities planned for 2010-2011:

Develop a compensation plan to motivate and reward faculty for successful grant applications.

Continue to increase collaborations with other schools on the IUPUI campus and other Indiana research institutions.

Create an Assistant Dean for Research position to improve support for research and institute a formal internal review process of grant submissions.

4. Doctor of Dental Surgery Curriculum Revision

To evaluate, restructure and modernize the DDS curriculum

**Campus Planning Theme:** Teaching and Learning, Civic Engagement

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**
Actions taken for 2009-2010:

Planned and executed (fall semester 2009) a pilot course using vertical teams of students.

Restructured the curriculum planning committee.

Evidence of Progress for 2009-2010:

Executed pilot course using vertical teams of students generated mostly positive feedback from the students and faculty involved.

Activities planned for 2010-2011:

The newly restructured curriculum planning committee will continue to develop the concept, and plan implementation, of the enhancements to our nationally recognized curriculum.

☐ 5. Expand and develop new clinical simulation and preclinical bench laboratory space.

☑ Provide additional laboratory and simulation space to enhance the quality of preclinical education for DDS students.

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

Actions taken for 2009-2010:

Completed design and initiated construction of preclinical bench laboratory space.

Evidence of Progress for 2009-2010:

Construction is on-track for opening/completion of preclinical bench space facility in October 2010.

Construction of clinical simulation laboratory is on-track to be initiated in October 2010.

Activities planned for 2010-2011:

Construction completed for preclinical bench space and construction initiated for clinical simulation laboratory spaces (Rooms SB05 and S315).

☐ 6. Review the fees and funding basis of the MSD specialty programs.

☑ To establish a realistic and equitable fee structure for the programs in order to maintain a competitive advantage in the recruitment of top class graduate students.

   Campus Planning Theme: Research, Scholarship and Creative Activity
   Secondary Goals:
Actions taken for 2009-2010:

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

Evidence of Progress for 2009-2010:

Together with the bursar's office on campus, our own CFO and the graduate office, we have reviewed the fee structure for the 3rd year of the three programs to which that applies.

While our fees have been perceived as being very high, particularly for a state institution, the national climate has been changing, and this has and will impact how we proceed.

Activities planned for 2010-2011:

Under the leadership of the new dean, we intend to re-build momentum in this area, and particularly as the national financial and academic climate have been and continue to change.

We also need to examine the state, national and international needs for our specialty graduates.

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

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

Actions taken for 2009-2010:

Student leaders met monthly with the Assistant Dean for Student Affairs to discuss innovations, concerns, and changes.

The Dean hosted 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 IUUSD organizations were encouraged to submit proposals to the Council of Student Organizations.

Student leaders worked with the Administration to address issues caused by large number of third and fourth year students in the office.
Students in the clinics.

They identified short-term solutions for problems resulting from small number of oral surgery faculty.

Evidence of Progress for 2009-2010:

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 brought to the attention of the Administration that air diffusers, ceiling tiles and light diffusers and dental lights in needed to be cleaned or replaced, they convinced the administration to develop business cards for D3 and D4 students, and they initiated a new protocol for bringing issues to the SAC meeting by entering them on plato. The D2 class spearheaded the use of podcasting for many classes, and they worked with ODE to develop guidelines for the number of questions on tests.

Student participation in school organizations again reached an impressive level: ASDA - 426, IDA - 426, ADEA - 70, Delta Sigma Delta -97, AGD - 40, CDA - 45, MSA - 22, AAPD - 100, AADR - 25.

Student leaders participated in organized dentistry on the state, regional, and national levels.

Activities planned for 2010-2011:

Involvement in developing a new strategic plan

Continued involvement in curricular reform.

Vendor fair.

Symposium on the impact of healthcare reform on dentistry.

Register more school organizations with IUPUI and submitting more proposals for student activity fee monies.

9. Convene Task Force with broad representation (students, staff and faculty) to identify areas of highest need for attention at the school. (Strategic Plan Update).

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. Re-evaluate in one to two years for effectiveness of program and desire to repeat.

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

Actions taken for 2009-2010:

Strategies implemented for the three goals (Communications, Curriculum and Facilities).
Evidence of Progress for 2009-2010:

During fall semester of 2010, IUSD will develop, disseminate and implement a new three to five year strategic plan.

Activities planned for 2010-2011:

During fall semester of 2010, IUSD will develop, disseminate and implement a new three to five year strategic plan.

Fiscal Health

Reallocation Plan

Other Question(s)

1. Please describe faculty/staff participation in the planning process in your unit. What factors strongly influence your budget and planning priorities? Please give examples, which might include attracting and retaining undergraduates, strengthening graduate programs, building collaborative partnerships, increasing diversity in faculty and student populations.

There are multiple ways that faculty/staff participate in the planning process at the School of Dentistry: the Dean and the Executive Committee of the Faculty and Staff Councils meet periodically; quarterly meetings of leadership of the school and external stakeholders; monthly “Town Hall” meetings of the school; etc. But the most significant way the last 4 months has been the development of the School’s 2010 to 2013 Strategic Plan. Three brief, but specific examples include the strengthening of our diversity efforts through establishment of the Office of the Associate Dean for Diversity, Equity and Inclusion; increased alliance with Wishard Hospital in attempts to establish larger clinical dental presence which will enhance our predoctoral dental program, and our continued enhancement of activities internationally, specifically with the Moi University partnership.

2. How do the plans within your unit align with the President’s Principles of Excellence and the Chancellor’s Guideposts? Please describe your process for integrating your unit’s plans with those of the campus.

The IUSD 2010 Strategic Planning Process (due to be finalized early January) conducted the last 4 months aligns significantly with the Principles of Excellence and Guideposts. Some specific Goals/Objectives from the Strategic Plan that tie directly with the Principles and Guideposts include:

- Updating the best curricula to graduate highly competent oral health professionals for the 21st century.
- Update and implement the assessment strategy to document educational excellence.
- Increase research productivity by 50%, mainly by increasing federal grants by $4 million over the next 5 years.
- Determine needs for short, medium and long term facilities and identify available options, including philanthropy and other fundraising activities.
- Increase the quantity and quality of students’ patient treatments utilizing evidenced based technologies.
- Include latest evidenced based technology in the curriculum and calibrate faculty.
- Integrate substantive, sequentially appropriate community based clinical education throughout the curriculum, including broad preparation and reflection, with ongoing assessment of student, faculty and community outcomes.

3. What longer-term trends (5-10 years) exist in your discipline/field that will affect your unit?

- Continued debt burden of graduating students must continue to be addressed by our efforts to curb costs, enhance
- Retiring faculty will need replacement with top ranked and talented new faculty at a time when outside competition for this talent continues to escalate.
- Our facilities have outlived their usefulness and require replacement in order for us to conduct outstanding research and provide the best educational and clinical experiences for all students.
- Interprofessional educational opportunities with medicine, nursing, school of public health, etc.

4. If the University experiences further budget cuts, what existing and emerging programs/initiatives in your unit will be your highest priorities?

- Doctor of dental surgery program to include curriculum and assessment enhancements in preparation for comprehensive accreditation site visit in fall 2013.
- Research initiative to increase federal funding to $4 million over the next 5 years.
- Postgraduate education programs best focused on centrality of mission, Indiana specialty workforce demand, and cost effectiveness.
- Integrate predoctoral clinical program with community based clinical education opportunities.
- Enhancing philanthropy and other fundraising opportunities.
- Enhancing information technology technologies, support and service.
- Allied Health programs best focused on centrality of mission, Indiana workforce demand, and cost effectiveness.