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

- Engage local, state, national, and international communities through partnerships involving clinical care, service learning and...
Goals and Objectives

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

Complete the 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 2010-2011:

The School of Dentistry’s digital radiology implementation committee has finalized their recommendation for digital intraoral radiography and has presented it to the IUSD capital request committee. The capital request committee has provided funding and the digital radiology hardware has been purchased.

Evidence of Progress for 2010-2011:

IUSD is now enhancing its infrastructure by adding new power and data drops in radiology areas of the dental clinics.

Activities planned for 2011-2012:

Installation of the digital hardware and training for faculty, staff and students. This will allow schoolwide intraoral radiography for the spring semester of 2012.

2. Renovate clinic space and equipment.

Replacement and renovation of cabinetry and dental chairs in the Comprehensive Care clinics.

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

Actions taken for 2010-2011:

IUSD evaluated the 97 dental chairs in the Comprehensive Care clinics for replacement or reupholstering. The operatory design was evaluated to replace cabinetry.

Evidence of Progress for 2010-2011:

Chairs needing replacement/reupholstering have been identified, cost estimates have been obtained. Cabinetry is undergoing design evaluation.
Activities planned for 2011-2012:

Develop a sequenced plan to replace dental chairs and cabinetry, with the intention of utilizing modular cabinetry for possible movement to another facility. Present this plan to the IUSD capital request committee for funding.

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 2010-2011:

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 2010-2011:

Maintained the number of funded collaborations with other schools on the IUPUI campus and other Indiana research institutions.

Activities planned for 2011-2012:

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.

Conduct an external review of the research program and implement select recommendations from the review.

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 2010-2011:
The standing committee of the IUSD faculty council, the Curriculum and Assessment Committee (CAC), was re-tasked with oversight and management of the curriculum. The ad-hoc curriculum planning committee was dissolved. This brings IUSD into alignment with its current Constitution and Bylaws, and allows for proper assessment, management and enhancement of the curriculum especially as IUSD prepares for its next CODA Accreditation.

Evidence of Progress for 2010-2011:

- CAC has approved the creation of a sub-committee of three CAC members and three members appointed by the Dean for assistance with the committee’s work, especially as it prepares for accreditation.

- CAC has appointed a Pod-Casting subcommittee that is reviewing choices for faculty to use; these include the evaluation of Oncourse, Media Site and Echo 360 as tools for pod-casting. This information will be shared with faculty to help move them forward in the use of this technology.

- The Periodontics Dept. has developed and is implementing a clinical experience for second year dental students to begin seeing patients who are referred from fourth year students for prophyl and maintenance care.

- CAC recently completed a curriculum review of all fourth year extramural courses to determine if content is still appropriate, and will be identifying ways in which to update and modify these courses to modernize them especially as they relate to improved patient care. Ex: a new Advanced Anesthesia course was added.

- CAC approved a new Community Based Education course that captures all service learning and service activities by allowing the tracking of all activities (local, state and international) within one course to standardize and enhance those learning initiatives. This course will also serve as the stepping-off point to include other community-based sites for clinical education opportunities.

- CAC is beginning to look at the use of an e-portfolio as both a student self-assessment tool, and, as a mechanism to measure student beginning, continuing, and capstone competence throughout all four years of the DDS curriculum.

Activities planned for 2011-2012:

Curriculum management documents developed and implemented by CAC are being reviewed for resolution and closure of any significant changes/modifications identified in those course management documents initially.

CAC will continue to look at the restructuring of the DDS curriculum that would allow better flow of the curriculum from year 1 through year 4, including, earlier entrance into the clinics by students, better and more frequent student self-assessment, better documentation of student learning activities with the use of an e-portfolio, better use of community-based sites for clinical education opportunities, use of pod-casting by faculty, and better alignment of the numerous community and service-learning experiences (both local, state and international) that occur already at the school.

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 2010-2011:

Completed construction of the $5 million simulation and preclinical bench laboratory space.

Evidence of Progress for 2010-2011:

Both laboratories were completed and opened for use during this year.

Activities planned for 2011-2012:

Grand opening celebration in association with the annual alumni meeting to celebrate construction completion for preclinical bench space and construction initiated for clinical simulation laboratory spaces (Rooms SB05 and S315).

6. To initiate a planning structure in preparation for the 2013 CODA accreditation process.

To ensure that the accredited graduate programs at IUSD are on track with satisfying requirements for the upcoming accreditation review.

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2010-2011:

With guidance from the dean, we have started to discuss requirements and steps that must be taken as the school begins to address the forthcoming accreditation process that will culminate in a formal site visit in September, 2013.

Evidence of Progress for 2010-2011:

The dialogue is underway, and to date, we have held two meetings between the Dean and the Graduate Program Directors.

Activities planned for 2011-2012:

The monthly meetings of the Graduate Program Directors will be the regular platform for discussion and planning, with the individual program directors being responsible for their own specialty area. The dean has and will continue to provide guidance to the group. In October, 2011, the Associate Dean for Graduate Education will attend a workshop devoted to this at the national meeting of the American Dental Education Association.

7. 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.

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

Actions taken for 2010-2011:

- Student leaders met monthly with the Assistant Dean for Student Affairs to discuss innovations, concerns, and changes.
- The Dean hosted lunch meetings twice each semester with each class during which he fielded questions, listened to concerns, entertained suggestions, and reported 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.
- Student leaders worked with the Administration to address implementing pod-casting as a central feature of presenting didactic courses.
- Actively engaged in developing the new IUSD strategic plan
- Continued involvement in curricular reform
- Developed an annual Vendor fair
- Held a symposium on the impact of healthcare reform on dentistry
- Registered more school organizations with IUPUI and submitted more proposals for student activity fee monies

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

Evidence of Progress for 2010-2011:

- Student participation in meetings with the Dean rarely engendered cynical or chronic complaining as the students provide professional and constructive criticism, and they frequently complimented staff, faculty, and administrators.
- Students continue to bring issues to the Administration’s attention.
- Student participation in school organizations again reached an impressive level.
- Students created a new student organization Student Professionalism and Ethics Association (SPEA).
- Student leaders participated in organized dentistry on the state, regional, and national levels.

Activities planned for 2011-2012:

- Continue many of the above initiatives
- Spearhead the opening of a student run free dental clinic on the near-eastside
- Develop a proposal for a tardy policy
- Develop a charter and job description for the IUSD Student Affairs Committee
- Author an annual student survival guide

8. IUSD will implement strategic activities to increase awareness of the dental profession and opportunities at IUSD.
To introduce academically motivated underrepresented minority and economically disadvantaged students to dentistry as a potential career.

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

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2010-2011:**

- Collaborations with Case Western Reserve and University of Louisville Summer Medical Dental Education Program
- Apprenticeship Program with Key Learning and Pike High School
- Developed Dental Summer Undergraduate Research Program (DSURP)
- Collaborative Recruitment with IU School of Medicine
- Collaborations with CHAMFS pre-dental preparations program in Chicago

**Evidence of Progress for 2010-2011:**

Significant increase in minority representation in the incoming dental school class.

**Activities planned for 2011-2012:**

- Develop relationships with university/colleges, schools and organizations
- Develop an informative webpage
- Develop marketing strategies
- Expand the partnership with Indianapolis Public High School
- Provide targeted outreach to students, schools and organizations in Gary, Hammond, and East Chicago, Indiana.

9. Develop and implement updated IUSD Strategic Plan.

Utilizing broad school based and external representation, develop IUSD Strategic Plan in 2010-2011 and implement it in the following 3 years.

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2010-2011:**

Through multiple avenues, significant input throughout the IUSD community was facilitated and obtained. Strategic Plan was developed and finalized early in 2011 and has since been implemented as a core vision for the school.

**Evidence of Progress for 2010-2011:**
During fall semester of 2010, IUSD will develop, disseminate and implement a new three to five year strategic plan—accomplished.

Finalized plan has been distributed and quarterly updates have been obtained and reviewed at the IUSD Executive Committee meetings.

Activities planned for 2011-2012:

Continue to implement, monitor and review the Strategic Plan in the 5 areas outlined: Community engagement, research, transformational, curriculum, and patient care.

Fiscal Health

Reallocation Plan

The IU School of Dentistry would like to request reallocation funds to support an upgrade to our primary pre-doctoral clinical educational facility. This 100 chair facility provides a Comprehensive Care clinical teaching environment for our 400 predoc students. It is critical to our mission to provide a modern, state-of the art, flexible, quality dental healthcare setting. The facility serves and supports students, staff, faculty and patients. In this economy, marketing is becoming more important to recruit and retain patients to support our student’s educational experience. We must insure that we are providing a modern, professional healthcare standard in our clinical educational facilities. The initial estimate for this upgrade exceeds $2.0m, but the upgraded equipment will transition nicely into our longer term plans for a new clinical/research facility.

Other Question(s)

1. What changes are you seeing in the characteristics of incoming and returning students, and how are you preparing these students to meet the changing needs of the future workforce?

   • Far better prepared for the didactic portion of the first two years of dental school.
     o About 20% hold master’s degrees
     o The other’s come in with very strong undergraduate GPAs and DAT scores
   • Healthier understanding of the importance of diversity and greater appreciation for their classmates.
   • Greater willingness of URM students to intermingle with their classmates.
   • A willingness to help if not an expectation to be included in making the institution better.
   • Far more experienced and savvy with technology than faculty and staff
   • It appears that more, but still too few, are willing to look at careers in public health dentistry. Few seem willing to establish practices in underserved communities.
   • They appear far too willing to take on huge debt loads.

2. What are your plans for any surplus amounts in your fund balance?

   Reinvestment in building renewal and new building project

3. What are your short-term and long-term plans for ensuring adequate facilities to meet your mission? To what extent are on-line and/or hybrid courses a useful strategy in addressing any anticipated space constraints?

   Increase in DDS class size to enhance revenue stream and hence reinvestment in building renewal and new building.
On-line course work isn't as helpful for highly interactive clinical teaching and learning.

4. What marketing strategies/materials are you planning to develop/disseminate during the coming year?

- a. Who is the intended audience for each?
- b. What do you hope to accomplish with this strategy with this audience?
- c. How much are you planning to spend for each strategy?
- d. How will you tell if your expenditure was worth your investment? [Provide return on investment (ROI) data for past expenditures, if available, and plan to track ROI in the future.

a. Alumni, patients, current and potential faculty, staff and students, general public, as well as leaders within the state.

b. Enhance our ability to meet our vision to be the best dental school for the 21st century.

c. We are developing a more formalized budget, but for the remainder of this fiscal year, up to $25,000.

d. Via ongoing surveys of our intended audiences, and new surveys that will be developed, in addition to metrics such as fundraising, educational and clinical productivity, etc.