

January 11, 2010

Dr. Bernard Mair
Associate Provost, Undergraduate Affairs
and Chair, University Curriculum Committee
PO Box 113175
Gainesville, FL 32611-3175

Dear Dr. Mair:

Please find enclosed "A Proposal to consolidate the Departments of Operative Dentistry and Prosthodontics to create a new department of Restorative Dental Sciences in the College of Dentistry" for your information. As you know, the proposal must be reviewed and approved by the University Curriculum Committee. The document itself contains background information and the rationale for the proposal. This departmental restructuring should have no impact on academic programming at this time therefore there is no corresponding CIP code. It requires no additional financial support or staffing.

All full-time and part-time (non-OPS) faculty members from Operative Dentistry, Prosthodontics and Team Leaders were asked to vote on the proposal. I attended three departmental/group meetings (Department of Prosthodontics, the Department of Operative Dentistry meeting, and at an administrative TEAM Leader meeting) to discuss the proposal prior to voting.

The electronic ballot was available to the eligible faculty from October 30 through November 6, 2009. A total of 34 faculty voted. Of the tenured faculty, 8 voted in support of departmental consolidation, and 7 faculty did not support the proposal. Of all voting faculty, 19 supported the proposal for consolidation, 13 did not support the proposal, and 2 abstained from voting.

An open forum was held on Monday, November 23, 2009 to provide an opportunity for any interested faculty to comment on the proposal. The proposal was discussed and endorsed (16 votes in favor, 2 opposed, 0 abstentions) by the college leadership during the December 17, 2009 Executive Advisory Board meeting.

As dean, I support and approve the proposal. I am requesting that the effective date of this change be on July 1, 2010.

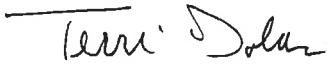
Department of Restorative Dental Sciences

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I am happy to attend the meeting during which the proposal is reviewed and look forward to your positive support of this initiative. Please feel free to contact me if you have questions or concerns at 273-5802 or tdolan@dental.ufl.edu .

Sincerely,



Teresa A. Dolan, DDS, MPH
Professor and Dean

cc: Dr. Robert E. Primosch, Associate Dean for
Education
Ms. Diana Hull, Registrar's Office
Dr. Don Cohen, UFCD Senator
Dr. Lorena Baccaglini, UFCD Senator
Dr. Marc Ottenga, UFCD Senator
Dr. Shannon Holliday, UFCD Senator
Dr. Robert Bates, Chair, Prosthodontics

Dr. David S. Guzick, Sr VP, Health
Affairs and President UF &
Shands Health System
Dr. Marc Heft, UFCD Senator
Dr. Nery Clark, UFCD Senator
Dr. Henry Young, Chair, Operative
Dentistry

TAD:jms

Attachment

Proposal to consolidate the Departments of Operative Dentistry and
Prosthodontics
to create a new department of Restorative Dental Sciences in the
College of Dentistry

Introduction

The College of Dentistry is recognized as one of the leading dental schools in the United States. We have achieved this high level of respect based on our balanced record of accomplishments in the areas of teaching, research and service, and despite significant economic challenges during the previous three years.

Recent strategic planning activities at the Health Science Center and within the college provide roadmaps for ensuring the continued success of the college in the face of mounting challenges and threats. Today's economic environment requires that we remain open to change, innovation and the exploration of new opportunities, while maintaining our commitment to our core values of excellence, integrity, fairness, communication, cooperation, courtesy and continuous improvement. It is easy to focus on challenges and threats, yet the college is faced with many opportunities including collaborations with the Clinical and Translational Science Institute (CTSI) and the Colleges of Medicine and Engineering, prospects for new faculty hires, and existing strengths including an excellent faculty, committed staff, and outstanding students.

The college has successfully demonstrated its ability to change and prosper in several important ways, including the implementation of the NIH U24 Research Infrastructure Enhancement Award to enhance basic and clinical research, the consolidation of the Departments of Dental Biomaterials and Operative Dentistry, active leadership in the Dental Practice-Based Research Network (DPBRN), and the implementation of the TEAM program to improve student and patient satisfaction with our program as well as enhance clinical operations.¹ Working together, we generated a total of \$34M in clinical and research revenue to support college operations in FY 2009 – a record for our college! More importantly, faculty worked collaboratively and effectively across departments and colleges to get the job done. Continued collaboration and cooperation will not only ensure the college's success, but will also enhance the quality of the educational and work environment for our students, faculty and staff.

¹ The TEAM (Together Everyone Accomplishes More) Program describes the DMD clinical teaching program in which groups of students are mentored and clinically supervised by TEAM Leaders within TEAMS and Care Groups. Departmental faculty, working collaboratively with TEAM Leaders, are responsible for didactic and preclinical instruction, clinical instruction, and the determination of clinical competency within a specific dental discipline. The new program was implemented in August of 2008.

This proposal recommends the consolidation of two critical departments in the College of Dentistry – the Department of Operative Dentistry and the Department of Prosthodontics – to create a new Department of Restorative Dental Sciences. This consolidation is a logical next step following the implementation of the TEAM program and will advance the college by:

- Supporting collaboration, calibration and integration across divisions. A recent example of this collaboration would include the cooperation among the Oral Health Maintenance Clinic (OHMC), Operative Dentistry and the TEAM Leaders to provide faculty coverage of the OHMC and to review and improve our system of patient re-care and evaluation of clinical outcomes. This collaboration also presents opportunities to improve our education of the “dental team” and the effective use of dental team members in the efficient delivery of dental care. Another example of collaboration is the work to enhance our prosthodontic quality assurance program and the development of an expanded student implant program through the collective efforts of the Prosthodontic and TEAM leader faculty.
- Facilitating clinical research collaborations and growing the research activities of the department, ensuring its national stature and recognition.
- Allowing for administrative efficiencies by consolidating managerial responsibilities including fiscal oversight, personnel management, contracts and grants management and other critical operational issues within the new department.
- Supporting integrated strategic planning to ensure the continued success of the department and college.

Mission statements

College of Dentistry

To achieve excellence in the art and science of dentistry through teaching, research and service.

Department of Restorative Dental Sciences

(to be refined by the departmental faculty)

To advance the restorative dental sciences within the College of Dentistry while conducting clinical and translational research, outstanding patient services, and providing contemporary, innovative, and integrated didactic, preclinical and clinical education to the pre-doctoral dental program, and maintaining a leading accredited postgraduate program in prosthodontics.

Leadership

The College of Dentistry would identify a nationally prominent leader in restorative dentistry to chair the proposed department with the

anticipation that the individual would commence his or her activities on or before June 2010. The national search process would seek candidates with the following characteristics:

- Recognized and experienced leader in academic clinical dentistry;
- Excellent leadership, interpersonal, communication and administrative skills;
- Record of scholarly accomplishments; and
- Committed to the college's strategic goals, including the advancement of scholarship in clinical and translational dental science, and providing the highest quality DMD and advanced education through an enhanced curriculum that equips dental students and residents to deliver outstanding general dentistry and prosthodontic services in a caring and professional manner.

Administrative structure²

The department would include three academic divisions: operative dentistry, pre-doctoral general dentistry, and prosthodontics. Each division would be led by a division director who reports to the department chair. The chair would delegate specific responsibilities to division heads, but retains the ultimate responsibility for the administration of the department.

The department chair would be responsible for:

- faculty recruitment, mentoring and professional development, and evaluation;
- overall fiscal and administrative management of the department and its divisions, including the use of IDC, AEF, foundation and other resources;
- overall responsibility for the preventive and restorative component of the dental faculty practice;
- ensuring a culture of excellence, collegiality and collaboration among the divisions and within the college; and
- leading the development and implementation of the department's strategic plan in consultation with the dean and in a manner

² Colleges and Academic Units: The College is the basic degree-granting unit of the university and may include departments, centers, and schools. The Dean is the chief administrative officer of a college...The Dean has the authority and the responsibility for the administration and supervision of the college, and is the agent of the faculty for execution of educational policy... The department is the fundamental unit of academic and administrative organization. The administrative officers of departments are Chairs. [who] have the authority and responsibility for the administration and supervision of all activities of the department. Chairs... are responsible to their Deans and to their respective Vice Presidents. See: Handbook <http://www.aa.ufl.edu/Handbook/structure.html>.

consistent with the strategic goals of the college, health center and university. The plan would include teaching, research and service goals and objectives to ensure that the integrated department becomes one of the highest quality and influential departments of preventive and restorative dental sciences in the country.

Academic responsibilities

This department would hold significant responsibility for major components of the DMD curriculum, including:

Operative Dentistry: Pre-doctoral instruction (didactic, preclinical and clinical) and competency assessment in:

- Dental Anatomy
- Cariology
- Preventive Dentistry
- Minimally Invasive Dentistry
- Esthetic Dentistry
- Dental Biomaterials
- Operative Dentistry

Pre-doctoral General Dentistry- TEAM Program administration and competency assessment in:

- Patient screening, treatment planning and the provision of comprehensive dental care
- Operation of the Oral Health Maintenance Clinic, including post-treatment assessments and activities supporting the clinical quality assurance program
- Overall clinical and professional development of all DMD students
- Licensure examination preparation – Clinical Examinations 1 and 2
- Instruction in dental practice management

Prosthodontics – The division is charged with maintaining a leading accredited postgraduate program in prosthodontics.

Pre-doctoral instruction and competency assessment in:

- Occlusion
- Fixed and removable prosthodontics
- Pre-doctoral implant dentistry
- Dental biomaterials as they relate to prosthodontic care

All divisions would have a commitment to the college's educational philosophy and practices, and standards of patient care including

evidence-based practice and ongoing outcomes assessment to ensure quality patient care.

Vision for the future

The faculty members led by the chair and division heads would be expected to develop a strategic plan for the consolidated department no later than December 2010. Items to be included in the plan include the efficient and effective operation of the TEAM program to ensure the highest quality DMD clinical dental education and patient-centered care, opportunities in advanced and international dental education across the divisions, opportunities for enhanced and integrated DMD didactic and preclinical curriculum so that students are well prepared for their clinical roles, and opportunities to expand the basic, clinical and translational research conducted within the department and college, and in collaboration with campus entities including the CTSI, the College of Medicine and the College of Engineering. The group will also be asked to reflect on opportunities to ensure the continued success of the college's faculty practice as an important means to achieve competitive faculty salaries while maintaining clinical skills.

College of Dentistry
Office of the Dean

PO Box 100405
Gainesville, FL 32610-0405
352-273-5800
352-392-3070 Fax

February 15, 2010

MEMORANDUM

To: Professor Jack Mecholsky
Chair, Faculty Senate

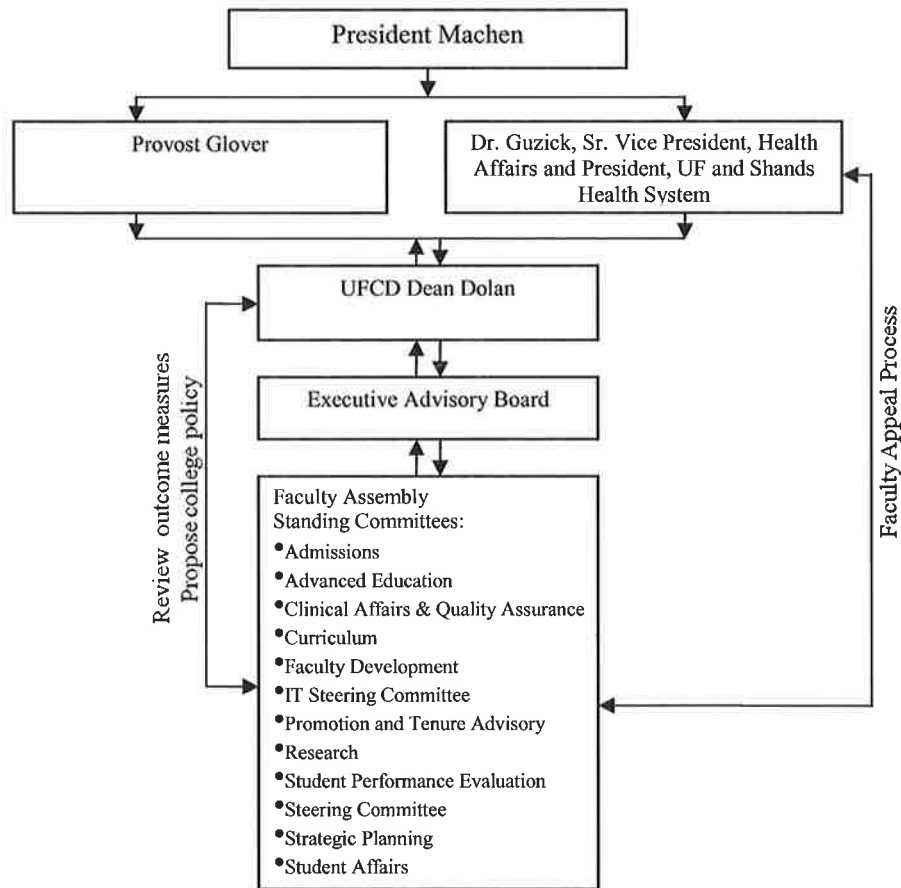
From: Teresa A. Dolan, D.D.S., M.P.H. 
Professor and Dean

Thank you for the opportunity to provide additional background information and rationale supporting the college-level decision to consolidate the Departments of Operative Dentistry and Prosthodontics and to create a new department of Restorative Dental Sciences at the College of Dentistry. Several questions were raised by the University Senate's Academic Policy Council, and this response should demonstrate that college governance issues and faculty welfare were strongly considered and actively discussed prior to the college's approval of this proposal.

College of Dentistry Governance Structure

The faculty and administrators of the University of Florida College of Dentistry (UFCD) are committed to the practice of shared governance. The College of Dentistry has an established governance structure, as illustrated in Figure 1. Dean Dolan reports to the Provost and has a dual reporting relationship to the Senior Vice President for Health Affairs and president of the UF Health System. The college governance structure is organized to ensure faculty involvement in critical academic issues including admissions, curriculum, student performance and promotion and tenure through a committee structure. The dean has overall responsibility for the college's academic, fiscal and administrative functions while the Executive Advisory Board (EAB) serves in an advisory capacity to the dean. The dean, with the assistance of the EAB, considers the work generated by the college standing committees and proposals brought to this governance body for consideration. Feedback and appeal mechanisms are critical components of the college governance structure. The faculty of the college has the right to appeal any decision by the dean to the senior vice president for health affairs.

Figure 1. University of Florida College of Dentistry Model of Shared Governance



How were faculty engaged in the discussion about the proposed departmental consolidation?

During the fall semester Dean Dolan attended three faculty meetings with the Department of Prosthodontics, the Department of Operative Dentistry, and the TEAM Leaders to discuss the proposal.

All full-time and part-time (non-OPS) faculty members from Operative Dentistry, Prosthodontics and Team Leaders were asked to vote on the "Proposal to consolidate the Departments of Operative Dentistry and Prosthodontics to create a new Department of Preventive and Restorative Dental Sciences in the College of Dentistry." The electronic ballot was available to the affected faculty from October 30 through November 6, 2009; a total of 34 faculty voted. Of the tenured faculty, 8 voted in support of departmental consolidation, and 7 faculty did not support the proposal. Of all voting faculty, 19 supported the proposal for consolidation, 13 did not support the proposal, and 2 abstained from voting.

Recognizing that the proposal was supported by a lean majority of faculty, an open forum was held on Monday, November 23, 2009. Following this discussion, the proposal was

presented at the December 17, 2009 Executive Advisory Board meeting where it received strong support following active discussion by the college leadership (16 votes in favor, 2 opposed, 2 abstaining).

Have we considered any changes in governance with the creation of this new department?

Yes. The question of departmental representation on the EAB was discussed during department, general faculty and EAB meetings. While several faculty within the departments suggested the importance of having four representatives (the chair and a representative of each of the three divisions) of the consolidated department as members of the EAB, the members of the EAB disagreed and felt that the current structure of one representative from each department in addition to other administrative representatives and a representative of the Faculty Assembly should remain as currently structured.

This issue could be revisited through several existing governance mechanisms including a request by the Faculty Assembly Steering Committee or through one of the standing committees of the Faculty Assembly.

What is the academic merit and benefit of this proposal?

Several critical challenges and opportunities face academic dentistry including national faculty shortages, the high cost of dental education, reductions in state support for higher education, rapidly changing scientific knowledge and technologies, and recognition of the value and importance of collaboration and interdisciplinary academic activities. Silos within academic environments retard the advancement of the college, negatively impacting our teaching, research, and service missions.

The College of Dentistry offers two degree programs: the professional degree of Doctor of Dental Medicine (DMD) and the Master of Science in Dental Sciences. The proposed departmental consolidation would have its greatest potential impact on the DMD program through: (1) facilitation of clinical research collaborations and growth in the research activities of the department, ensuring its national stature and recognition; (2) opportunity to further improve the education of the DMD students through enhanced curriculum integration and clinical educational experiences; and (3) over time, improved administrative efficiencies that will allow the chair to direct more resources to support the academic work of the department.

Is this the academic standard in our peer institutions?

The College of Dentistry benchmarks its performance and outcomes to ten peer institutions identified in Table 1. Six of the ten peer institutions have consolidated departments that include the subunits as described in the UFCD proposal; the remaining four schools have separate departments (Table 2).

The UF College of Dentistry is currently ranked fourth of all dental institutions in NIH/NIDCR research funding for fiscal year 2008 ¹ behind the University of California, San Francisco, University of Michigan at Ann Arbor, and the University of Washington in this national ranking. All three of these schools have a more consolidated administrative structure than the University of Florida, and all have combined departments of restorative dentistry.

Table 1. *Peer dental institutions with consolidated academic units in the disciplines of operative dentistry, prosthodontics and general dentistry.*

	Peer Institution	Name of Department
1	University of Michigan	Cariology, Restorative Sciences, and Endodontics
2	The Ohio State University	Restorative and Prosthetic Dentistry
3	University of California, San Francisco	Preventive and Restorative Dental Sciences
4	University of Maryland	Health Promotion and Policy (Programs of Dental Hygiene, General Dentistry, Pediatric Dentistry and Health Policy)
5	University of Minnesota	Restorative Sciences (with divisions of Operative Dentistry and Prosthodontics)
6	University of Washington	Restorative Dentistry

Table 2. *Peer dental institutions with separate academic units in the disciplines of operative dentistry, prosthodontics and general dentistry.*

	Peer Institution	Name of Department
1	University of California, Los Angeles	Two departments: Restorative Dentistry and Removable Prosthodontics
2	University of North Carolina, Chapel Hill	Two departments: Diagnostic Sciences and General Dentistry, and Prosthodontics
3	University of Iowa	Three departments: Family Dentistry, Operative Dentistry and Prosthodontics
4	University of Texas Health Science Center, San Antonio	Two departments: General Dentistry and Restorative Dentistry

¹

http://www.nidcr.nih.gov/GrantsAndFunding/NIDCR_Funding_to_US_Schools/DentalSchools/GrantstoDentalInstitutions2008.htm

What positions are being eliminated?

With the consolidation, we will eliminate one chair position which will be vacated through retirement, and we will conduct a national search for the chair of the new department. No other faculty or staff positions will be eliminated based on the consolidation.

What will happen to the existing department chairs?

The college is facing a large number of retirements from both the DROP and Retirement Enhancement Program, including the current chair of Prosthodontics. We recently received a request from the Interim Chair of Operative Dentistry to change his faculty role to that of a TEAM Leader. If the college did not move forward with this consolidation, it would conduct a national recruitment of two to three chairs rather than single chair of the Department of Restorative Dental Sciences. Given the national faculty shortage and the difficulty of recruiting into such positions, the college will be better served by conducting a single national search for a department chair.

What functions are being eliminated?

None at this time. As stated in the proposal, "the faculty members [of the consolidated department] led by the chair and division heads would be expected to develop a strategic plan for the consolidated department no later than December 2010. Items to be included in the plan include the efficient and effective operation of the TEAM program to ensure the highest quality DMD clinical dental education and patient-centered care, opportunities in advanced and international dental education across the divisions, opportunities for enhanced and integrated DMD didactic and preclinical curriculum so that students are well prepared for their clinical roles, and opportunities to expand the basic, clinical and translational research conducted within the department and college, and in collaboration with campus entities including the CTSI, the College of Medicine and the College of Engineering. The group will also be asked to reflect on opportunities to ensure the continued success of the college's faculty practice as an important means to achieve competitive faculty salaries while maintaining clinical skills."

The proposal indicates that there will be consolidation of certain administrative functions. Will these affect the academic functions of the units?

As stated in the proposal, "The department would include three academic divisions: operative dentistry, pre-doctoral general dentistry, and prosthodontics. Each division would be led by a division director who reports to the department chair. The chair would delegate specific responsibilities to division heads, but retains the ultimate responsibility for the administration of the department."

Will this new structure result in any budget reductions?

No budget reductions are anticipated for the next fiscal year. With time, the chair, working in collaboration with the division heads and the college administration, will seek opportunities to more effectively and efficiently support the work of the faculty with cost reductions, if possible.

How does the number of faculty of the new unit compare with the sizes of the old units?

College of Dentistry full-time faculty, as currently organized

Department	Tenured	Tenure-Track	Clinical-Track	Research-Track	Asst/Assoc In	Dept Total
Community Dentistry & Behavioral Science	7.00	2.00	9.00	2.00	1.00	21.00
Endodontics	3.00	2.00	0.00	0.00	0.00	5.00
Operative Dentistry	7.00	1.00	10.00	0.00	1.00	19.00
Oral & Maxillofacial Surgery	8.00	0.00	4.00	0.00	0.00	12.00
Oral & Maxillofacial Diagnostic Sciences	6.00	1.00	1.00	0.00	0.00	8.00
Oral Biology	12.00	1.00	0.00	4.00	1.00	18.00
Orthodontics	5.00	1.00	1.00	1.00	0.00	8.00
Pediatric Dentistry	5.00	1.00	3.00	0.00	0.00	9.00
Periodontology	3.00	5.00	2.00	0.00	2.00	12.00
Prosthodontics	9.00	1.00	6.00	0.00	0.00	16.00
Total FTE:	65.00	15.00	36.00	7.00	5.00	128.00

College of Dentistry full-time faculty, with the proposed department consolidation

Department	Tenured	Tenure-Track	Clinical-Track	Research-Track	Asst/Assoc In	Dept Total
Community Dentistry & Behavioral Science	7.00	2.00	9.00	2.00	1.00	21.00
Endodontics	3.00	2.00	0.00	0.00	0.00	5.00
Oral & Maxillofacial Surgery	8.00	0.00	4.00	0.00	0.00	12.00
Oral & Maxillofacial Diagnostic Sciences	6.00	1.00	1.00	0.00	0.00	8.00
Oral Biology	12.00	1.00	0.00	4.00	1.00	18.00
Orthodontics	5.00	1.00	1.00	1.00	0.00	8.00
Pediatric Dentistry	5.00	1.00	3.00	0.00	0.00	9.00
Periodontology	3.00	5.00	2.00	0.00	2.00	12.00
Restorative Dental Sciences	16.00	2.00	16.00	0.00	1.00	35.00
Total FTE:	65.00	15.00	36.00	7.00	5.00	128.00

Are we considering the consolidation of other departments to better equalize the size differences among departments with the creation of this large department?

Not at this time. The proposed department reorganization is driven by goals of advancing academic excellence, providing a contemporary curriculum, and recruiting and retaining the best academic leaders along with achieving administration efficiencies, rather than a focus on departmental size.

If the faculty and college administration believe it would be in the best interest of the college to further consolidate and better equalize the size differences among departments, we will follow a process similar to that used for the current proposal to accomplish that goal.

Have we considered the issues of tenure and promotion?

Yes. The proposal would not impact our current policies or procedures related to faculty promotion and tenure. The college has a well described Promotion and Tenure document that has been actively discussed, reviewed and updated by the faculty through the Promotion and Tenure Advisory Committee, a standing committee of the college's Faculty Assembly. The process within the department or college would not change. However, a larger number of departmental faculty would be eligible to assess a candidate's nomination.

How do the TEAM Leaders relate to the new department?

All faculty in the College of Dentistry have academic homes. Currently, the TEAM Leader faculty are housed either in the Department of Operative Dentistry or the Department of Prosthodontics. With the departmental consolidation, all TEAM Leaders will be housed in the Department of Restorative Dental Sciences, and will be lead by a division head who will report to the department chair.

Will the faculty who voted against the proposal support the new department once it is implemented?

Jim Collins, in his latest book, *How the Mighty Fall*,² describes the leadership-team dynamics of companies **on the way up** as comprised of "team members [who] unify behind a decision once made and work to make the decision a success, even if they vigorously disagreed with the decision." The College of Dentistry consistently demonstrates faculty engagement in important academic decisions through its governance policies and procedures, and through participation in *ad hoc* department and college-wide faculty meetings. While the voting faculty did not unanimously support the proposal, faculty had several formal and informal opportunities to discuss their issues and concerns, and many of these were reflected in modifications to the proposal. The college leadership as demonstrated by the EAB vote strongly endorsed the proposal, and thus, I approved the proposal at the college level. Should the faculty have concerns about the

² Collins, J. *How the mighty fall: and why some companies never give in*. New York: HarperCollins Publisher, Inc. 2009.

Memorandum on Creation of the Department of Restorative Dental Sciences

February 15, 2010

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implementation of the proposal or its impact on our academic programming or faculty welfare, there are mechanisms available to them to express or act on this concern.

Thank you for the opportunity to provide this additional information to the UF Faculty Senate.

cc: Provost Glover
Dr. Guzick, Sr. Vice President for Health Affairs and President, UF and Shands
Health System
Dr. Bernard Mair, Chair, University Curriculum Committee
Amelia Bell, Faculty Senate Office
Dr. Clay Walker, Chair, UFCF Faculty Assembly
UFCF Deans and Chairs